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Editorial Comment

How Cities Are Planning Postwar Improvements
A Survey of 600 Cities

Postwar Planning Data for 220 Cities

IV. Postwar Planning for Air Transportation
Carl Feiss

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¶ PUBLIC MANAGEMENT, published monthly by the International City Managers' Association, is devoted to the art and science of municipal administration. ¶ The editorials are not a statement of policy of the Association and the editors do not necessarily agree with the statements of contributors. ¶ The contents of PUBLIC MANAGEMENT are indexed in the *International Index to Periodicals, Public Affairs Information Service,* and in the *Engineering Index Service.* ¶ United States and foreign subscription rates, $4 a year in advance; single copies, 50 cents. ¶ Entered as second-class matter July 17, 1929, at the post office at Chicago, Illinois, under the Act of March 3, 1879. ¶ Printed in the United States of America.

Address: PUBLIC MANAGEMENT, 1313 East 60 Street, Chicago 37, Illinois

PUBLIC MANAGEMENT

VOL XXVI, No. 4 APRIL, 1944

Editorial Comment

Who Is a Bureaucrat?

WHO is a "bureaucrat"? That depends—some people apply the term to all operating public officials just as they did "tax-eater" a decade ago, others use it in referring to the arrogant, incompetent, and indifferent public employee, and most everyone uses the term as a convenient kind of swearing at government rules and regulations. Only a few people use the term in its dictionary sense as applying to all public servants.

In calling government a bureaucracy most people direct attention to the defects in administration that arise from the size of modern government or to the growth in the regulatory activities of government especially at the federal level. In addition, people lend support in this manner to those groups which are attacking what-is-being-done under guise of how-it-is-being-done, which is not a democratic basis for action. Their haphazard name-calling generates more emotion than constructive thought and action and amounts to an attack on the concept of a professionalized public service. Their generalized criticism undermines the respect for the public servant at the local as well as the federal level. It is an attack on the postman who delivers their letters, the traffic officer on the corner, the fireman who prevents and fights fires, the health department physician controlling epidemic disease, and the chemist who tests the public water supply. All of these are bureaucrats, men hired to do work for all the people.

Not only is the current indiscriminate use of the term "bureaucrat" dangerous but it does not offer a solution to the problems of public administration. There is no simple basis for curtailing the functions of government, if that is desirable, or for decentralizing the powers of the federal government, or for determining which level of government should perform any given function. Bureaucracy would not be eliminated if the activities performed by government were returned to private groups or individuals; the current complaints about store employees indicate that business has its bureaucrats too.

Municipal administrators cannot ignore the term "bureaucracy" where it is used to imply a low grade of public service or poor management. There is always room and need for the further development and improvement not only of the individual public employee but also in administrative techniques in order that governmental services may be more effectively and democratically provided. There is no lack of information, experience, and ideas on what can and should be done. Officials and employees who are arrogant and "highhat" can be given training in politeness and decency; there is no excuse for arbitrariness or bad manners. Incompetent employees who cannot be trained may be removed and the merit system strengthened to insure the employment and retention of qualified personnel. City councils and administrators can adopt the best administrative techniques available and build up among employees a concept for public service which comes before individual gain and which carries more than monetary rewards.

How Cities Are Planning Postwar Improvements

Organization for postwar planning, types of projects, and methods of financing in nearly six hundred cities as reported by municipal officials to the International City Managers' Association for THE 1944 MUNICIPAL YEAR BOOK.

TO WHAT extent are cities making plans for municipal improvements after the war? Who is responsible for developing plans for postwar construction projects? What is the estimated value of new municipal capital improvements to be undertaken five years after the war ends? To what extent are plans in the design and specification stage? What are the major construction projects to be undertaken first when materials and labor are available? With regard to finances, to what extent have cities reduced their bonded debt during recent years and created postwar reserve funds? How do cities plan to finance various types of municipal construction?

Briefly, this is the gist of the questions in a two-page inquiry sent in January, 1944, by the International City Managers' Association to all of the 1,072 cities over 10,000 population; replies were received from nine hundred cities. This article gives a brief summary of the information supplied and includes some of the individual city data for over two hundred cities. Data for nearly six hundred cities will appear in *The 1944 Municipal Year Book* to be published in June.

Two-thirds of the 867 reporting cities over 10,000 are doing postwar planning. Approximately 60 cities over 25,000 population and nearly 250 between 10,000 and 25,000 population have not begun their postwar planning. In other words, one in six of the 377 reporting cities over 25,000 and one-half of the 490 reporting cities under 25,000 have not started to plan. Of the nearly six hundred cities which report they are doing some postwar planning it is clear that about 55, or one-sixth, of 330 cities over 25,000, and 60 or more, or one-fourth, of the 232 cities of less than 25,000 have not done more than merely prepare lists of projects.

ORGANIZATION FOR PLANNING

Municipal planning is done by a "regular" planning agency concerned with long-time problems, by a special official postwar agency, by an individual official such as the city engineer, by a regional planning agency, or by a combination of these methods. Cities in some states, notably in New York, are receiving assistance from the state postwar agency, and in a great many cities local committees for economic development and other unofficial agencies are working with the city government.

All but six of the cities over 100,000 population (four of the six not reporting) have either a regular or a postwar planning agency or both (including cities which have assigned postwar planning to an individual official). Among the cities between 25,000 and 100,000 a total of 232 cities out of 289 reporting have one or the other or both agencies.

Postwar planning work in the cities over 25,000 is done by the regular planning agency in 42 per cent of the 377 reporting cities, with or without the aid of a special advisory body, and by some other official agency or individual in an equal number of cities. Where an individual official has been assigned the responsibility for such planning, it is the mayor or the council or both in 44 cities, the city engineer in 41, the city manager in 36, and the commissioner of public works in 14. In many of these cities the official is assisted by a special postwar agency of some sort.

Among the 232 cities in the 10,000 to 25,000 population group that are doing postwar planning, six out of 10 have a regular planning agency. In 15 per cent of these 232 cities postwar planning is done by a special agency, in 24 per cent by the regular planning agency, and in 61 per cent this

work is assigned to an individual official, generally the city manager, city engineer, or public works director.

Special Postwar Planning Agencies

New Agencies. Twenty-eight cities over 25,000 have recently established official agencies to do postwar planning. Minneapolis has created a postwar committee consisting of a council committee, members of the regular planning agency, and representatives of various organizations, while in St. Paul the mayor has appointed a 14-member improvement coordinating committee "to analyze, coordinate, and activate various postwar improvement projects now being considered and advanced by various public and private organizations."

Among the cities of 100,000 to 500,000, the regular planning agency in Duluth, Minnesota, is assisted by a representative body of 125 or more citizens recently appointed by the mayor and chairman of the planning agency. Elizabeth, New Jersey, has created a postwar planning commission consisting of six city officials and three citizens appointed by the mayor; Lowell, Massachusetts, a committee of 13 appointed by the manager; and New Bedford, Massachusetts, a committee of 11 citizens and 10 city officials appointed by the mayor. New postwar agencies also have been set up recently in Oklahoma City, Richmond, Salt Lake City, and Utica.

Cities of between 50,000 and 100,000 which have recently appointed postwar planning agencies or are considering taking such action include Glendale, California; Highland Park, Michigan; and Waco, Texas; while St. Petersburg, Florida, has appointed an executive director of postwar planning. Among the cities of 25,000 to 50,000 with new postwar planning agencies are Auburn, New York; Everett, Washington; Jackson, Michigan; Port Huron, Michigan; Sharon, Pennsylvania; Steubenville, Ohio; High Point and Wilmington, North Carolina; and Zanesville, Ohio. Five cities in this group have recently established regular planning agencies which will also handle postwar planning: Chicopee, Massachusetts; Eau Claire, Wisconsin; Norwalk, Connecticut; Petersburg, Virginia; and Rocky Mount, North Carolina.

Other Typical Postwar Agencies. Many of the larger cities have set up special committees to work with the regular planning agency. Chicago has a postwar economic advisory council appointed by the mayor and also an engineering board of review. In New York City the mayor has appointed a postwar committee on program in industry and business. Detroit has a special committee composed of the city planner, budget director, WPA coordinator, and public works superintendent to do postwar planning. In Los Angeles and Philadelphia the regular planning agency handles postwar planning.

The regular planning agency is doing postwar planning in Baltimore, Boston, Pittsburgh, and San Francisco. In Buffalo the commissioner of public works is mainly responsible for this work, in Cleveland the mayor has appointed a special committee of 82, Milwaukee has a long-term public improvement technical committee to assist the public land commission, in St. Louis the board of estimate and the board of public service are responsible for postwar plans, and in Washington, D. C. it is the assistant engineer commissioner and the regular department heads.

Cincinnati, among the cities of 250,000 to 500,000, has a city joint improvement program committee; Houston, a committee of 30 appointed by the council; Louisville, the Louisville Area Development Association; Providence, a committee of 80 appointed by the mayor; San Antonio, a special committee of 50 appointed by the mayor; and Toledo, a committee of 12 appointed by the city manager.

Other types of postwar planning agencies include one in Springfield, Ohio, which has no regular planning agency but where the city manager is assisted by a city-county postwar planning committee which receives the cooperation of the local committee for economic development. In Cambridge, Massachusetts, the regular planning board appointed by the city manager is assisted by a chamber of commerce committee, a park board committee, a committee of de-

partment heads, a rehabilitation committee for veterans, and a committee on education. In the smaller city of Fredericksburg, Virginia (10,066), the council has appointed a committee of six councilmen to work with the city manager and a special chamber of commerce committee.

Citizen Support. A unique method of securing citizen support is found in High Point, North Carolina (38,495), where the recently appointed postwar planning commission includes the five members of the regular planning commission and eight citizens selected by the mayor to represent various groups with the city manager serving as secretary. In addition an advisory committee of about 75 members has been set up for the purpose of suggesting ideas, getting the support of citizens, and reporting back to citizen groups.

The city manager of High Point in a recent report to the city council stated in part: "The great part of our planning program must come from the people. . . . Everyone likes to plan a house. How much more interesting and much bigger job to plan a city. . . . Get citizens interested in this program and we will have a program that will succeed. It must include citizens from all organizations and from all walks of life. We cannot limit it to any one group or class of persons. The citizens will 'make' the plan."

Among other cities which have widely representative citizen committees are Arlington and Fall River, Massachusetts; Lincoln, Nebraska; Pontiac, Michigan; Bristol, Connecticut; and Moline, Illinois, to mention only a few.

Other methods used to secure public interest and support include a special ballot form carried in newspapers in Houston and Miami, public meetings and special releases in Syracuse, and a special letter about postwar waterworks improvements with ballot enclosed recently mailed by the city manager to water consumers in Port Huron, Michigan.

Expenditures for Planning

Cities were asked to report the amount of the budget for the operation of the regular planning agency during the 1944 fiscal year and also the amount which the local government expects to spend during the current fiscal year in developing postwar plans.

Regular Planning Agencies. The 1944 budget of the planning agency in six cities exceeds $100,000: Chicago, Cleveland, Detroit, Los Angeles, New York, and Philadelphia, and in 10 cities ranges from $30,000 to $100,000: Boston, Milwaukee, Pittsburgh, San Francisco, Washington, Kansas City (Missouri), Louisville, Newark, Portland (Oregon), and Rochester. Planning agencies in more than one-third of the reporting cities over 25,000 will spend $5,000 or more in 1944, and in another one-third will spend between $1,000 and $5,000. The 1944 budgets of planning agencies in 140 cities over 25,000 total $1,990,000. Regular planning agencies in 80 per cent of the 118 reporting cities over 25,000 will spend more for planning in 1944 than in 1943.

Two-thirds of the 174 reporting cities between 10,000 and 25,000 have no budgets for their planning agency in 1944. In some cities, however, the planning agency is staffed by the engineering or other city department. Of the 65 cities in this population group which reported a budget figure, 40 planning agencies have a budget of less than $1,000, 13 have from $1,000 to $2,000, and four cities from $2,000 to $3,000. The planning agencies of eight cities have budgets of more than $5,000 each: Albany, California, $21,700; Bismarck, North Dakota, $5,000; Irondequot, New York, $5,000; South Orange, New Jersey, $5,000; South Portland, Maine, $8,500; Vancouver, Washington, $10,000; and Waycross, Georgia, $10,000. However, none of these cities reported expenditures for developing postwar plans and it is assumed that in most of these cities the amount indicated is to be used for that purpose.

Additional Funds for Postwar Planning. The 1944 budget of the regular planning agency in many cities is to be devoted to developing postwar plans but a large number of cities have made an additional amount available for this purpose. Each of 60 cities over 25,000 population, or one-half of those reporting such data, plan to spend

$10,000 or more during 1944 for postwar plans. A large portion of the $100,000 postwar budget in Louisville is supplied by local business concerns. Data for the five cities over 1,000,000 population are not available, but 136 other cities over 25,000 report that $3,927,760 will be spent this fiscal year in developing postwar plans.

Among the cities between 10,000 and 25,000, 50 cities, or more than one-third of the 137 cities reporting such data, plan to spend $5,000 or more each in 1944 in developing postwar plans; one-fourth, or 35 cities, will spend between $3,000 and $5,000; and the remaining cities will spend less than $3,000.

Estimated Value of Capital Improvements

The value of new municipal capital improvements to be undertaken within five years after the end of the war is estimated at $3,300,000,000 for 167 cities over 25,000. But over one-half of this amount, or a total of $1,936,000,000, is reported by eight of the large cities: New York City, $1,069,000,000 for over 500 projects; Detroit, $255,000,000; Philadelphia, $300,000,000; Boston and Buffalo, $15,000,000 each; Cleveland, $150,000,000; Milwaukee, $72,000,000; and St. Louis, $60,000,000.

The estimated value of capital improvements to be undertaken within five years after the war by the 159 cities of 25,000 to 500,000 is $1,356,800,000, or $271,364,360 a year. This amounts to $20,462 a year per 1,000 population (total population of the 159 cities is 13,262,000) or $1,712,354 a year for each city.

The estimated value of new municipal capital improvements to be undertaken by 183 cities between 10,000 and 25,000 is $156,855,000, or $31,371,000 a year. This is $1,140 a year per 1,000 population (total population of the 183 cities is 2,750,000) or $171,426 a year per city. Of the 183 cities below 25,000 population, 36 plan to spend less than $250,000 during the first five years after the war, 38 cities from $250,000 to $500,000, 39 cities from $500,000 to $750,000, 21 cities from $750,000 to $1,000,000, 16 cities from $1,000,000 to $1,500,000, 13 cities from $1,500,000 to $2,000,000, eight cities from $2,000,000 to $2,500,000, and 12 cities $2,500,000 or more. The 12 cities in the latter group are Harrison, New Jersey, $3,000,000; Iron Mountain, Michigan, $5,000,000; Panama City, Florida, $3,000,000; Valley Stream, New York, $2,611,000; Batavia, New York, $4,000,000; Big Spring, Texas, $5,000,000; Hickory, North Carolina, $5,000,000; Janesville, Wisconsin, $2,500,000; Mankato, Minnesota, $3,981,000; Morgantown, West Virginia, $5,676,000; and Provo, Utah, $4,490,000.

Plans and Specifications

Forty cities, or 27 per cent of the 145 reporting cities over 25,000, have prepared preliminary plans for at least one-half of the new capital municipal improvement projects which the city expects to undertake within five years after the end of the war, and 105 cities, or 73 per cent, have prepared designs and specifications for one-fourth of their projects. One in every six cities of the latter group of 105 cities have prepared designs and specifications for one-half or more of their postwar projects.

Among the cities which have completed designs and specifications for one-half or more of their postwar projects are: Cities over 100,000—Newark, New Jersey; Oakland, California; Cambridge, Massachusetts; Flint, Michigan; Richmond, Virginia; Wichita, Kansas. Cities 50,000 to 100,000—Charleston, South Carolina; Corpus Christi, Texas; McKeesport, Pennsylvania; Sioux City, Iowa. Cities 25,000 to 50,000—Alexandria, Virginia; Aurora, Illinois; Colorado Springs, Colorado; Elmira, New York; Inglewood, California; Joplin, Missouri; Muskegon, Michigan; Newport, Kentucky; Newport News, Virginia; Port Arthur, Texas; Portsmouth, Ohio; San Angelo, Texas; Sheboygan, Wisconsin.

As in the case of the larger cities, one-third, or 51 of the 154 reporting cities between 10,000 and 25,000, have made preliminary plans for at least 50 per cent of their projects. Another one-third, as compared with two-thirds of the cities over 25,000, have completed designs and specifi-

cations for one-fourth of their projects; 27 of these cities have prepared designs and specifications for one-half or more of their projects.

Among the cities of less than 25,000 population which have completed designs and specifications for one-half or more of their projects are: Ames, Iowa; Compton, California; Escanaba, Michigan; Grand Junction, Colorado; Hempstead, New York; Lockport, New York; Morgantown, West Virginia; Phoenixville, Pennsylvania; Provo, Utah; Walla Walla, Washington; and Winchester, Virginia.

Types of Major Projects

Cities were asked to list the first three major projects to be undertaken as soon as labor and materials are available. A total of 513 cities supplied data summarized in the accompanying table. More than two-thirds of the projects in the cities over 100,000 may be classed as new construction, while in the cities of less than 25,000 slightly over one-half are new construction.

Sewers and streets rank first in most cities regardless of size: more than one-half of the cities plan sewer construction and approximately one in four plans to build or make major improvements on sewage disposal plants. In practically every city over 100,000 (98 per cent) new pavement construction or major traffic highways are reported as one of the three more important postwar projects, while only two-thirds (69 per cent) of the cities between 25,000 and 50,000 include streets as one of the immediate postwar concerns. The percentage of cities in the two population groups under 50,000 that are concerned with additions to their water system is more than double the percentage of cities over 100,000.

Between 50 and 60 per cent of the cities plan to build needed public buildings. Apart from general government buildings such as city halls and fire stations, schools are the most popular category with 48 cities reporting plans to build one or more schools; 28 cities plan to build hospitals or health centers, 11 of which are in the population group 10,000 to 25,000; 25 plan to build museums, auditoriums, and similar structures; 18 plan municipal garages of which 12 are in the smallest population group; and 10 plan to build or rebuild their libraries. A total of 65 cities rank airport construction or maintenance with their top projects; 10 cities over 100,000 plan to enlarge or build new airports. Parks and playgrounds are relatively important in only 12 per cent of the cities over 100,000, 7 per cent of those from 50,000 to 100,000, 11 per cent from 25,000 to 50,000, and in 15 per cent of the cities from 10,000 to 25,000.

Types of Postwar Major Capital Improvement Projects Reported by 513 Cities

Project	Population Group			
	Over 100,000	50,000 to 100,000	25,000 to 50,000	10,000 to 25,000
No. cities reporting.....	56	55	114	288
Sewers.....	63%	58%	53%	57%
Sewage disposal plants...	23	29	22	27
Total sewerage.....	86	87	75	84
Streets and highways....	98	78	73	69
Public buildings.....	57	58	62	47
Water systems.....	30	31	73	69
Incinerators.....	11	7	6	12
Airports.....	18	15	11	12
Other utilities.....	9	9	5	7
Parks and playgrounds...	12	7	11	15
Total construction projects.....	70%	63%	63%	55%
Total improvement projects.....	30	37	37	45

Some of the major projects to be undertaken first in the larger cities indicate the scope of new construction. The major projects in Detroit are sewer construction, schools, and low-cost housing; in Los Angeles, sewage disposal plant, expansion of sewer system, and a major traffic plan; in Philadelphia, sewage disposal facilities, waterworks extension, and highway construction; in New York, the completion of Idlewild airport, new health centers and hospitals, schools and libraries, and water supply; in Buffalo, a new bridge over the river, incinerator, and garage; in Baltimore, highway, water, and sewer projects; and Atlanta, airport extension, traffic improvement, parks and playgrounds; in Cincinnati, sewage disposal project, highways, bridges, and waterworks extension; in Den-

ver, highways, rehabilitation of business area, water supply, and flood control; in Kansas City, Missouri, traffic ways and interregional highways, flood protection, and recreational areas; in Dayton, Ohio, track elevation, water softening plant, and new bridges; in Sacramento, California, sewage disposal plant, water and sewer extensions, street paving, and street lighting.

Financing Postwar Construction

By reducing their bonded debt and building up reserve funds many cities will be able to finance a major share of their postwar improvements. The reserve funds are mainly for financing deferred maintenance, purchasing new equipment, and making utility extensions, but many cities plan to finance a large share of all their projects from reserve funds and current taxes.

Debt Reduction. A total of 156 cities, or 53 per cent, of the 273 cities for which information is available, reduced their total net debt more than 10 per cent during the three years, 1940 to 1942 inclusive; of the remaining cities approximately 32 per cent reduced their debt less than 10 per cent, and 15 per cent increased their indebtedness.

Cities over 100,000 which reduced their bonded debt 25 per cent or more during the three years, 1940 to 1942, exclusive of utility debt, are Milwaukee; Atlanta, Portland, (Oregon); Charlotte, North Carolina; Duluth, Minnesota; Flint, Michigan; Fort Wayne, Indiana; Grand Rapids, Michigan; Long Beach, California; Omaha; and Springfield, Massachusetts. Thirty-two cities of between 25,000 and 100,000 reduced their debt 25 per cent or more during this period.

Of the 174 cities between 10,000 and 25,000 supplying information on the extent to which their bonded debt (including utility debt) was reduced during the four years 1940 to 1943, 21 cities, or 12 per cent, have not reduced their debt, while 16 cities, or 11 per cent, have reduced their debt from 50 to 70 per cent. Of the remaining cities, 10 have reduced their debt less than 10 per cent; 30 cities from 10 to 19 per cent; 34 cities from 20 to 29 per cent; 17 cities from 30 to 39 per cent; and 10 from 40 to 49 per cent. The 16 cities which have reduced their debt 50 per cent or more in the last four years are: Attleboro, Northbridge, West Springfield, and Winthrop, Massachusetts; Benton Harbor, Escanaba, Holland, and Sault Ste. Marie, Michigan; Cape Girardeau, Missouri; Fostoria and New Philadelphia, Ohio; Menasha and Shorewood, Wisconsin; Indiana, Pennsylvania; Lawrence, Kansas; and Logan, Utah. Thirty-four cities indicated that their bonded debt had been reduced but did not give the percentage reduction and two cities (Lewiston, Idaho, and St. Cloud, Minnesota) have no debt.

Postwar Reserve Funds. A total of 117 cities over 25,000, or one-fourth of the 377 reporting cities, have set up postwar reserve funds totaling $87,000,000. Most of the funds are held as cash reserves or have been invested in war bonds. In addition to the 117 cities, 10 cities in three states—California, Illinois, and Washington—expect to finance their postwar projects with an accumulation of gas tax grants in aid.

Fifteen cities over 25,000 have reserve funds totaling $1,000,000 or more: Detroit, Los Angeles, Milwaukee, Minneapolis, and Kansas City (Missouri) among the larger cities; Cambridge, Fort Worth, Miami, San Diego, Pittsfield and Springfield (Massachusetts), Syracuse, and Tulsa, among cities of over 100,000; Austin, Texas, Lansing, Michigan, Lincoln, Nebraska, and Pasadena, California, among cities of 50,000 to 100,000; and Burbank, California, Rochester, Minnesota, and West Allis, Wisconsin, among cities of 25,000 to 50,000.

Postwar reserve funds set up by 153 cities between 10,000 and 25,000 population total $16,603,000, or an average of $115,000 per city. Fifty-one cities have reserves of less than $50,000 each; 45 have from $50,000 to $100,000; 27 from $100,00 to $150,000; 15 from $150,000 to $200,000; 19 cities from $200,000 to $300,000; and six have $300,000 or more in cash reserves or in war bonds. These six cities and the amount of their reserves are Janesville, Wisconsin, $755,000; Martinsville, Virginia, $450,000; Walla, Walla, Washington, $374,000; Columbia, Missouri, $650,000; Ottawa, Kan-

sas, $425,000; and Winthrop, Massachusetts, $500,000. All of these cities own their waterworks, but only two, Columbia and Ottawa, own and operate electric plants.

Methods of Financing. Nearly one-half of the cities over 25,000 that have built up reserve funds plan to use part of such funds for utility plant and distribution systems, one-third will use them for deferred maintenance, and nearly one-third specify various other categories—public buildings, paving, new sewers, new equipment—to be financed from postwar reserves.

A total of 106 cities over 25,000 expect to finance part or all of their projects from reserve funds and current taxes. Some of these cities are: Cincinnati, Detroit, Boston, Milwaukee, and Kansas City, New Orleans, Providence, Cambridge, Fort Wayne, San Diego, Spokane, Springfield (Massachusetts), and Syracuse. Cities between 50,000 and 100,000 include Austin, Texas; Charleston, South Carolina; Durham, North Carolina; East Orange, New Jersey; Fresno, California; Kalamazoo, Michigan; Manchester, Pennsylvania; Lansing, Michigan; Lincoln, Nebraska; Portland, Maine; Pueblo, Colorado; Saginaw, Michigan; Schenectady, New York; Shreveport, Louisiana. Cities of 25,000 to 50,000 include Albuquerque, New Mexico; Alexandria, Virginia; Arlington, Massachusetts; Bangor, Maine; Burbank, California; East Cleveland, Ohio; Hagerstown, Maryland; Kenosha, Wisconsin; La Crosse, Wisconsin; Lubbock, Texas; Mason City, Iowa; Oshkosh, Wisconsin; Port Arthur, Texas; Rome, New York; Royal Oak, Michigan; Tyler, Texas; Watertown, New York; and West Palm Beach, Florida.

Among the larger cities, Cleveland, Detroit, Los Angeles, Philadelphia, and St. Louis, plan to use revenue bonds for additions or extensions to utilities. Detroit, Los Angeles, and Philadelphia, like many other cities, plan to use the current tax levy in financing deferred maintenance and new equipment purchases. In Cincinnati reserve funds and the current tax levy will be used in financing deferred maintenance and new equipment, revenue bonds for utility distribution systems and additions to the plant, while new pavement and sewer construction will be financed by a combination of the current tax levy, assessments, and general obligation bonds.

The financing plans of two cities show how reserve funds and taxes will be used. Colorado Springs, Colorado, plans to spend $10,000 this year in developing postwar plans for $900,000 worth of projects, 75 per cent of which are in design and specifications stage. The city has reduced its bonded debt 40 per cent in the last four years, has $150,000 in war bonds, and has increased the tax levy to provide funds for postwar work. In addition it is estimated that extensions to the city owned gas, water, and light utilities will cost in excess of $5,000,000 during the 10 years following the war, and these extensions will be financed from accumulated reserves and to a small extent by issuing revenue bonds. Columbus, Georgia, has built up a net surplus in the general operating fund of $300,000 available for capital improvements. The annual budget includes $100,000 each year for sewers and paving, the city has $150,000 cash reserves and $100,000 in war bonds and plans to finance all projects from current tax levy and reserve funds.

Cities of 10,000 to 25,000. A total of 115 cities in this group report that one or more of seven different types of construction work will be financed from current tax levy. For example, 79 of these cities expect to finance all deferred maintenance from current tax revenues, 77 all new equipment, 50 all new sewer construction, 44 all new pavement construction, 39 cities all public buildings, and 15 extensions to utility distribution systems, and eight new or additions to utility plants.

The following cities report that all or nearly all of their postwar construction is to be financed from reserve funds or from the current tax levy: Alpena and Monroe, Michigan; Janesville, Manitowoc, Neenah, and Two Rivers, Wisconsin; Martinsville and Fredericksburg, Virginia; Norwood and Wellesley, Massachusetts; Lodi, Redlands, and South Pasadena, California; Frederick, Maryland; Stratford, Connecticut; Lakeland, Florida; Twin Falls, Idaho, Phoenix-

ville, Pennsylvania; Longview and Sherman, Texas; Walla Walla and Wenatchee, Washington; Ithaca, New York; Hibbing, Minnesota; Gastonia and Elizabeth City, North Carolina; Dyersburg, Tennessee; Columbia, Missouri; Asbury Park, New Jersey; and Albany, Georgia.

Ninety-three cities between 10,000 and 25,000 population expect to finance some of their projects through general obligation bonds, 41 depending entirely on this method of financing all projects and 69 planning to issue such bonds for public buildings.

Conclusion

This survey of postwar planning shows that many cities have merely prepared lists of projects, perhaps desirable projects but apparently without much regard to relative need or priority of projects or how they would fit into a comprehensive plan of the city. Questions that officials may apply to their postwar planning would include:

Are the projects based on a continuously growing city without regard to dealing with blighted areas which threaten not only taxable values but also the economy of the whole community?

Are the projects merely proposals or are they part of a correlated program essential to the future development and well-being of the city?

Are the proposed projects supported by factual data to show when they are needed and why?

Is the relative importance or relation of one project to another indicated? Has the city council acted upon the projects and determined the need, priority, and method of financing?

Does the public who must pay the bill understand the need and cost of the projects?

Unless the postwar construction program is part of a comprehensive and economically sound plan it is likely that some cities will build projects, such as new school buildings for example, which after a few years may not be needed at all.

There are many reasons why cities should make long-term financial plans. There may be a partial or even a complete termination of the war during this fiscal period, taxpayers can more easily and probably will contribute more readily to financial reserves now than after the war, and steps taken now to put the cities in good financial condition and in developing long-range programs will ease the problems of both the war and postwar period.

(See next page for table on postwar planning data for 220 cities over 10,000.)

* * *

SECURING the best kinds of personnel service is one of the major tasks of democracy. Weaknesses in management are found in all undertakings, public and private alike; and, wherever discovered, they must be remedied promptly and vigorously. "Bureaucracy," as some people use it, is really another name for bad management; but indiscriminate smearing of all public servants alike is unjust, harmful, and defeats itself. First, we can extend and improve our merit system. Secondly, we can recruit and train better personnel for a career service. Thirdly, we can devise improved methods of administrative management. —Charles E. Merriam in a University of Chicago Round Table radio broadcast on March 19, 1944.

While I was Governor of New Jersey, a large number of distinguished citizens of the state fulfilled their tasks in Washington and returned. I tried to interest them in the state and home-town problems that lay in their own back yards, but very, very few of them would undertake the kind of work for the state that he had gladly performed for the Union of the states. If our democracy is to be made effective, this tradition that there is honor in going to Washington but no honor in going to the state capitol or to city hall must be reversed. —Charles Edison in *The New Republic* for March 20, 1944.

POSTWAR PLANNING DATA FOR 220 CITIES OVER 10,000

Information in this table was supplied by municipal officials early in 1944. Planning agency members, how appointed: C indicates council, M mayor, A city manager, ‡ elected by people. Postwar planning agency or official in charge: A indicates city manager, C council, E city engineer, M mayor, P regular planning agency shown in first column, S special postwar agency (lower case letters indicate method of appointment of agency as above), W public works director. Under "Per Cent Preliminary etc." the first figure is the per cent of the estimated value of projects shown in preceding column for which preliminary plans have been prepared and the second figure is the per cent for which designs and specifications have been prepared. "Major Construction Projects" shows the first three new major construction projects which the city plans to undertake as soon as materials and labor are available: A indicates airport, B public buildings other than schools, D sewage disposal plant, E electric utility plant additions, G grade crossing elimination or bridge, H hospital, I incinerator, P parks and playgrounds, S sewers,, R school buildings, T streets, U utility extensions, W water plant additions or mains. "Percentage Debt Reduction" for cities over 25,000 excludes utility debt and is based on data in *National Municipal Review;* "D" indicates reduction is less than 10 per cent, "I" increase in debt; debt data for cities under 25,000 are for four years, 1940-43; per cent figure is reduction in total net debt.

City	1940 Pop. (000 omitted)	PLANNING AGENCY: No. Members How Appointed	PLANNING AGENCY: 1944 Budget	POSTWAR PLANNING: Agency or Official in Charge	POSTWAR PLANNING: Est. 1944 Exp. for Plans (in thousands)	Est. Value Capital Impr. to be Built 5 Yrs. After War (000 omitted)	% Preliminary Plans—% Designs and Specif.	Major Construction Projects	Amount Reserve Funds (000 omitted)	Percentage Debt Reduction 1940-42 Inc.
Over 1,000,000										
Detroit, Mich.	1,623	9M	$100.9	S	....	$ 255,000	84–16	RS	$10,000	I
Los Angeles, Calif.	1,504	5M	133.3	P	....	....	....	DST	7,500	16.5
New York, N. Y.	7,455	6M	193.5	PS	....	1,069,632	59–11	AHRW	....	D
Philadelphia, Pa.	1,931	5M	149.0	P	....	300,000	40–20	DSWT	....	13.2
500,000 to 1,000,000										
Boston, Mass.	771	9M	31.1	P	$150.0	15,000	80–20	IBT	....	11.5
Buffalo, N. Y.	576	9M	28.4	W	25.0	15,000	50–25	GI	None	10.2
Cleveland, Ohio	878	6M	100.0	S	250.0	150,000	45–5	....	....	D
Milwaukee, Wis.	587	3M	59.1	PS	....	72,248	80–20	....	....	25.6
St. Louis, Mo.	816	9..	18.4	S	50.0	60,000	45–5	AHST	....	21.3
250,000 to 500,000										
Atlanta, Ga.	302	6M	8.8	P	5.0	10,000	20–5	APT	475	27.9
Birmingham, Ala.	268	7C	7.2	P	7.2	50,000	30–20	....	....	D
Cincinnati, Ohio	456	5M	21.9	S	121.0	50,000	20–20	DGW	500	D
Dallas, Tex.	295	15C	20.7	A	75.0	10,000	15–10	ATW	400	D
Houston, Tex.	385	9C	17.5	S	10.0	20,000	....	....	....	17.4
Kansas City, Mo.	399	8M	45.0	P	44.0	15,000	80–10	PT	1,500	D
Louisville, Ky.	319	6..	36.0	S	100.0	64,000	98–2	DRBST	25	D
New Orleans, La.	495	15M	18.5	E	100.0	130,142	75–5	GTW	....	I
Oakland, Calif.	302	7MC	12.4	AS	65.0	....	45–50	BST	....	....
Seattle, Wash.	368	6M	....	S	25.0	38,000	50–25	STW	950	17.6
Toledo, Ohio	282	5MC	6.7	PS	63.0	85,000	20–10	GT	....	D
100,000 to 250,000										
Cambridge, Mass.	111	5A	0.3	PS	....	3,500	40–50	WTP	1,000	21.8
Dayton, Ohio	211	9C	20.0	P	100.0	45,000	50–10	GW	None	21.8
Des Moines, Iowa	160	..M	....	M	37.5	75,000	30–20	BRTS	....	23.3
Flint, Mich.	152	6MC	7.7	P	....	....	25–75	GSW	240	31.5
Fort Wayne, Ind.	118	..M	3.5	W	....	8,000	....	GST	298	35.5
Fort Worth, Tex.	178	9C	7.1	W	....	2,885	10–5	TSD	1,000	D
Gary, Ind.	112	..M	15.0	PE	15.0	15,000	60–10	ASB	....	I
Miami, Fla.	172	9C	4.0	P	25.0	41,163	66–20	DSAH	1,050	D
New Haven, Conn.	161	4M	15.6	PW	10.0	10,000	60–0	DSRI	None	20.8
Oklahoma City, Okla.	204	9MC	6.6	S	20.0	10,000	25–10	ASD	....	17.6
Peoria, Ill.	105	7M	2.5	E	12.0	3,770	25–25	TSB	None	D
Richmond, Va.	193	5M	15.8	S	....	13,600	..–75	WSR	....	I
Sacramento, Calif.	106	6C	5.4	PA	....	15,000	None	DUT	....	10.2
San Diego, Calif.	203	7AC	19.4	A	10.0	610	....	B	1,861	I
South Bend, Ind.	101	7..	2.8	S	10.0	2,160	....	D	....	D
Springfield, Mass.	150	6MC	10.4	P	15.0	5,000	80–20	SBA	1,690	30.6
Syracuse, N. Y.	206	5M	9.5	PS	55.0	10,000	80–5	STW	1,020	19.4

POSTWAR PLANNING DATA FOR 220 CITIES OVER 10,000—Continued

City	1940 Pop. (000 omitted)	PLANNING AGENCY: No. Members How Appointed	PLANNING AGENCY: 1944 Budget	POSTWAR PLANNING: Agency or Official in Charge	POSTWAR PLANNING: Est. 1944 Exp. for Plans (in thousands)	Est. Value Capital Impr. to be Built 5 Yrs. After War (000 omitted)	% Preliminary Plans—% Designs and Specif.	Major Construction Projects	Amount Reserve Funds (000 omitted)	Percentage Debt Reduction 1940-42 Inc.
100,000 to 250,000—Continued										
Tacoma, Wash.	109	7..	$ 2.0	ES	....	$15,500	....	GSW	$ 37	I
Trenton, N. J.	125	None	None	S	None	4,000	....	TB	....	D
Utica, N. Y.	101	....	....	E	$30.0	1,506	....	ST	None	D
Wichita, Kan.	115	15C	12.0	P	12.0	1,700	30–70	T	None	D
Worcester, Mass.	194	None	None	S	....	17,000	....	WST	200	24.8
50,000 to 100,000										
Allentown, Pa.	97	5C	10.0	P	10.0	300	....	SBP	256	10.0
Amarillo, Tex.	52	None	None	S	5.0	4,500	15–35	WBS	550	....
Austin, Tex.	88	24C	14.3	P	30.0	6,800	15–10	WDE	1,000	I
Bethlehem, Pa.	58	..C	0.5	E	25.0	8,000	....	DSW	50	26.5
Binghamton, N. Y.	78	5M	....	....	25.0	4,600	10–15	WBG	None	25.8
Charleston, W. Va.	68	9M	None	P	1.0	5,000	100–0	HDG	145	....
Columbus, Ga.	53	5C	None	U	....	1,000	....	TSR	250	16.7
Corpus Christi, Tex.	57	7M	17.8	ME	5.0	25,000	25–50	UTAB	....	I
Dearborn, Mich.	64	..M	10.5	E	....	221	..–10	TWD	222	21.5
Durham, N. C.	60	3C	None	A	5.0	2,000	1–0	BUT	238	12.8
Evanston, Ill.	65	None	....	S	1.0	150	10–20	B	....	17.9
Fresno, Calif.	61	6M	....	P	None	5,000	....	BTS	300	I
Hammond, Ind.	70	5M	0.4	ES	10.0	17,000	20–0	GST	....	D
Lincoln, Neb.	82	None	....	S	6.0	2,743	50–25	BW	1,733	I
McKeesport, Pa.	55	5MC	5.0	E	5.0	7,700	0–80	T	125	D
Macon, Ga.	58	None	....	M	None	1,292	100–0	THPW	500	29.4
Mt. Vernon, N. Y.	67	3M	....	W	40.0	3,177	100–0	IB	....	17.9
Niagara Falls, N. Y.	78	3M	20.0	P	82.0	4,120	85–0	TWS	....	D
Pasadena, Calif.	82	7C	5.6	A	....	6,240	....	STG	3,275	20.3
Passaic, N. J.	61	..M	1.1	W	None	8,000	25–5	WS	....	26.9
Phoenix, Ariz.	65	5C	10.0	E	25.0	5,000	20–10	WAS	60	D
Pontiac, Mich.	67	7C	None	S	10.0	19,697	10–10	DBS	200	24.1
Roanoke, Va.	69	None	....	CA	25.0	5,000	....	W	100	D
Rockford, Ill.	85	5M	5.0	P	0.5	5,000	100–0	WGS	81	D
Saginaw, Mich.	83	6AC	2.4	A	30.0	....	....	WST	....	50.1
San Jose, Calif.	68	5C	5.0	PE	....	4,500	....	DAT	105	33.3
Sioux City, Iowa	82	11MC	1.8	P	5.0	1,600	25–50	BT	210	....
Waco, Tex.	56	None	....	A	....	2,000	80–20	SDT	100	....
Waterbury, Conn.	99	5M	8.7	P	10.0	2,500	....	DTG	100	17.0
Waterloo, Iowa	52	13M	1.7	C	....	3,000	10–20	SAT	300	17.4
Wheeling, W. Va.	61	7M	None	P	10.0	4,625	0–50	BTWG	250	I
25,000 to 50,000										
Albuquerque, N. M.	35	None	....	A	10.0	3,337	10–10	....	....	22.7
Alexandria, Va.	34	4C	....	PA	35.0	3,000	50-50	DPR	....	....
Alhambra, Calif.	39	7C	0.5	PE	....	5,751	0–25	BSTG	....	....
Arlington, Mass.	40	....	1.4	S	4.0	1,000	50–25	TRU	550	60.0
Belleville, Ill.	28	11M	None	PE	5.0	3,000	10–10	TSD	....	....
Beloit, Wis.	25	4A	2.5	P	2.4	2,250	30–40	RBD	170	D
Beverly Hills, Calif.	27	None	....	M	None	2,250	100–0	SWT	....	D
Bristol, Conn.	30	..MC	....	S	25.0	2,500	70–0	STB	....	....
Burbank, Calif.	34	4C	0.5	A	20.0	6,000	85–15	RBS	1,750	D
Clarksburg, W. Va.	31	None	....	AE	1.0	500	50–0	BS	....	D
Clifton, N. J.	49	7M	....	PW	None	21,452	100–0	S	434	D
Clinton, Iowa	26	7M	None	S	None	100	None	APS	None	D
Colorado Sprgs., Colo.	37	None	None	A	10.0	900	0–75	STG	150	41.7
Concord, N. H.	27	6M	5.0	P	None	500	0–40	STW	....	D
Dubuque, Iowa	44	7C	....	A	20.0	2,000	15–10	WDT	274	28.6
E. Cleveland, Ohio	39	5C	....	P	8.0	2,000	15–10	TBP	200	31.3
Elmira, N. Y.	45	7M	5.0	A	30.0	450	20–60	SGT	175	25.8
Elyria, Ohio	25	4M	0.2	S	30.0	3,500	10–5	SWG	75	....
Hagerstown, Md.	32	None	None	MC	4.5	400	40–10	TSG	800	....
High Point, N. C.	38	5C	....	S	....	....	....	GE	277	I
Jackson, Mich.	50	5C	0.3	A	10.0	1,368	25–5	ST	None	35.7
Kingston, N. Y.	29	4M	None	P	20.0	5,000	66–24	PGS	....	D
La Crosse, Wis.	43	None	None	C	1.5	1,750	....	BSWI	200	....
Lubbock, Tex.	32	7C	....	A	....	1,250	10–10	TSWB	460	14.3

POSTWAR PLANNING DATA FOR 220 CITIES OVER 10,000—Continued

City	1940 Pop. (000 omitted)	PLANNING AGENCY		POSTWAR PLANNING		Est. Value Capital Impr. to be Built 5 Yrs. After War (000 omitted)	% Preliminary Plans—% Designs and Specif.	Major Construction Projects	Amount Reserve Funds (000 omitted)	Percentage Debt Reduction 1940-42 Inc.
		No. Members How Appointed	1944 Budget	Agency or Official in Charge	Est. 1944 Exp. for Plans (in thousands)					
25,000 to 50,000—Continued										
Mason City, Iowa	27	7C	$1.3	CA	$10.0	$1,500	80–20	DSW	$190	D
Massillon, Ohio	27	4M	None	E	None	2,500	50–10	ST	20	....
Newport News, Va.	37	None	....	A	2.0	7,049	50–50	BTH	....	....
Pittsfield, Mass.	50	5MC	3.3	S	25.0	2,000	35–15	WTR	964	17.8
Plainfield, N. J.	37	None	....	E	....	1,237	90–10	ST	55	....
Port Arthur, Tex.	46	None	None	S	....	1,500	50–50	BST	283	30.0
Port Huron, Mich.	33	6C	1.5	AS	12.5	3,000	75–25	DSWT	100	D
Portsmouth, Ohio	40	....	None	....	5.0	270	35–50	HB	....	D
Rome, N. Y.	34	5M	3.6	PE	3.0	910	20–5	DPI	89	D
Royal Oak, Mich.	25	None	None	AS	7.5	2,750	5–20	BHTS	50	D
San Angelo, Tex.	26	None	None	AE	1.0	300	25–50	SB	115	35.3
Sheboygan, Wis.	41	4M	None	C	....	850	0–60	BSA	....	I
Torrington, Conn.	27	8M	50.0	P	10.0	1,000	40–10	BTS	50	20.0
Tyler, Tex.	28	7C	4.0	A	6.0	810	25–5	WBR	210	D
Warren, Ohio	43	4M	....	E	....	10,500	0–20	SWG	....	....
Watertown, N. Y.	33	9M	0.8	AE	4.0	1,074	100–0	....	21	D
Waukegan, Ill.	34	None	None	E	2.5	2,500	15–0	TAB	140	D
Wauwatosa, Wis.	28	3M	....	E	8.0	2,500	5–5	TB	....	I
W. Hartford, Conn.	34	5A	3.0	E	5.0	1,000	20–0	TBP	....	....
W. Palm Beach, Fla.	34	9C	0.5	PA	0.5	....	0–20	BT	83	D
Wilmington, N. C.	33	3C	6.0	PS	6.0	3,857	25–25	IBT	100	....
Wyandotte, Mich.	31	..M	....	E	10.0	2,956	30–20	STR	200	D
Yakima, Wash.	27	4C	None	PE	....	2,500	50–0	WSB	25	....
10,000 to 25,000										
Albany, Ga.	19	5C	None	A	6.0	750	60–0	RP	....	35
Ames, Iowa	13	7M	0.3	A	3.0	500	10–90	DAE	200	....
Anaheim, Calif.	11	....	....	S	7.2	300	....	....	150	35
Andover, Mass.	11	5‡	....	Sm	7.0	300	....	WRB	150	35
Atchison, Kan.	13	7M	None	AE	....	263	1–0	TS	15	57
Attleboro, Mass.	22	7M	....	Sm	1.0	1,000	66–33	RT	125	50
Batavia, N. Y.	17	5M	....	P	10.0	4,000	....	DTG	65	40
Beaver Dam, Wis.	10	3M	None	S	....	500	0–0	SRP	250	....
Bend, Ore.	10	7C	None	A	2.0	250	50–10	WTP	85	....
Benton Harbor, Mich.	17	6M	None	P	4.0	2,228	50–25	DBG	50	70
Big Spring, Tex.	13	None	None	AE	30.0	5,000	50–0	WST	150	....
Birmingham, Mich.	11	5M	None	A	1.5	96	0–65	ST	1	18
Boulder, Colo.	13	6C	....	P	....	525	40–25	WTB	166	39
Bremerton, Wash.	15	8M	1.3	Sm	....	750	....	TS	218	....
Burlingame, Calif.	16	5C	0.2	E	4.0	600	20–25	....	None	....
Butler, Pa.	24	5M	None	C	None	250	100–0	IST	35	10
Cape Girardeau, Mo.	19	10C	0.5	P	0.5	300	50–25	BP	....	50
Charlottesville, Va.	19	None	None	AE	None	1,848	10–10	W	150	....
Clearwater, Fla.	10	None	None	A	....	....	50–50	UST	15	....
Compton, Calif.	16	3C	....	S	....	350	25–75	TPW	173	40
Cortland, N. Y.	16	None	None	W	None	350	55–45	TW	30	....
Cuyahoga Falls, Ohio.	21	3M	....	W	3.0	100	75–25	BWT	....	10
Decatur, Ga.	17	..C	None	CA	25.0	200	0–50	RPB	68	....
Dothan, Ala.	17	None	None	C	None	500	....	BSU	250	16
East Hartford, Conn.	19	5M	None	Sm	1.0	....	0–0	RTB	80	20
Eldorado, Kan.	10	11M	0.5	P	3.0	400	50–25	ABT	....	40
Elwood City, Pa.	12	None	None	S	....	600	20–15	DPT	....	10
Emporia, Kan.	13	9C	None	E	None	146	50–0	TW	119	25
Escanaba, Mich.	15	None	None	AE	5.0	1,500	20–50	WSP	75	54
Eureka, Calif.	17	6M	0.1	P	2.0	300	....	WTS	130	....
Ferndale, Mich.	23	6M	None	P	10.0	2,187	90–10	STW	....	17
Fort Collins, Colo.	12	None	1.2	A	3.0	300	....	UBD	....	....
Frederick, Md.	16	5M	None	E	0.5	300	0–0	WA	....	10
Fredericksburg, Va.	10	None	None	Sc	....	....	....	BWT	21	25
Gainesville, Fla.	14	5C	None	A	0.4	1,500	55–15	UTS	38	....
Garden City, N. Y.	11	5C	0.1	P	7.0	343	54–0	WDS	75	..
Grand Junction, Colo.	12	None	None	A	3.5	416	34–50	BW	149	29
Griffin, Ga.	13	None	None	....	3.0	500	....	WB	150	....

POSTWAR PLANNING DATA FOR 220 CITIES OVER 10,000—Continued

City	1940 Pop. (000 omitted)	PLANNING AGENCY		POSTWAR PLANNING		Est. Value Capital Impr. to be Built 5 Yrs. After War (000 omitted)	% Preliminary Plans—% Designs and Specif.	Major Construction Projects	Amount Reserve Funds (000 omitted)	Percentage Debt Reduction 1940-43 Inc.
		No. Members How Appointed	1944 Budget	Agency or Official in Charge	Est. 1944 Exp. for Plans (in thousands)					
10,000 to 25,000—Continued										
Grosse Pte. Park, Mich.	13	None	None	A	....	$ 870	....	STP	$ 70	....
Hempstead, N. Y.	21	2C	None	P	$ 2.5	250	50–50	BT	None	....
Hibbing, Minn.	16	None	None	E	7.0	1,000	30–40	TSB	200	....
Hickory, N. C.	13	3M	None	P	....	5,000	....	WD	None	8
Holland, Mich.	15	None	None	C	....	500	....	BP	12	50
Ironwood, Mich.	13	None	None	A	1.5	330	90–10	STB	15	....
Ithaca, N. Y.	20	7M	None	PE	5.0	550	90–10	TB	250	4
Janesville, Wis.	23	5A	None	A	7.0	2,500	70–30	WBPR	775	30
Lackawanna, N. Y.	24	7M	None	P	5.0	200	....	ST	150	37
Lafayette, La.	19	3M	$1.0	P	2.0	1,000	....	STWI	116	10
Lakeland, Fla.	22	None	None	A	5.0	460	50–25	SWB	190	5
Leominster, Mass.	22	3M	1.0	WSm	2.0	2,000	....	T	235	53
Lexington, N. C.	11	None	None	A	1.0	1,000	0–35	BWH	120	17
Lockport, N. Y.	24	None	None	W	15.0	1,000	..–50	WS	....	....
Lodi, Calif.	11	6C	None	....	....	350	75–0	ST	199	46
Logan, Utah	12	None	None	S	....	500	100–0	AWE	138	50
Longview, Tex.	14	None	None	A	....	382	80–20	WDS	132	26
Longview, Wash.	12	7M	0.2	P	2.0	350	40–20	WT	75	....
Manhattan, Kan.	12	9..	0.5	P	0.5	750	....	DA	....	20
Mankato, Minn.	16	None	None	E	5.0	3,981	45–40	WST	60	....
Marquette, Mich.	16	None	None	Sm	1.0	....	90–0	DU	95	....
Marshall, Tex.	18	None	None	A	5.0	100	....	DWB	89	....
Martinsville, Va.	10	5C	0.4	Sc	5.0	750	0–5	BT	450	....
Minot, N. D.	17	5M	None	A	1.0	207	50–26	WT	40	11
Monroe, Mich.	18	None	None	W	4.0	1,280	30–40	ST	70	....
Morgantown, W. Va.	17	5C	0.3	PA	3.0	5,676	15–75	AST	....	3
Moultrie, Ga.	10	....	....	HE	5.0	750	40–0	US	70	....
Mount Clemens, Mich.	14	None	None	E	7.0	750	100–0	SDB	....	14
Muskegon Hgts., Mich.	16	9M	None	WSm	3.0	506	15–30	STW	None	21
Neenah, Wis.	11	5M	....	C	....	500	0–20	RIG	95	....
Northbridge, Mass.	10	5C	None	Sc	None	50	100–0	SBT	160	62
N. Tonawanda, N. Y.	20	7M	....	ESm	....	3,000	20–30	DGS	265	....
Norwood, Mass.	15	‡	1.2	MS	4.0	500	35–25	TB	50	....
Painesville, Ohio	12	5C	0.2	Sc	5.0	2,000	0–0	DITS	262	....
Paris, Tex.	19	None	None	E	....	400	....	DWP	50	....
Phoenixville, Pa.	12	None	None	A	0.7	100	10–50	SWP	40	....
Provo, Utah	18	6C	2.0	ESc	1.0	4,490	50–50	WDU	165	10
Redwood City, Calif.	12	6A	0.1	ASc	9.0	1,500	15–15	WDT	30	25
Rock Hill, S. C.	15	5C	1.0	PA	1.0	250	....	IPT	220	10
St. Clair Shores, Mich.	10	6M	....	E	20.0	2,267	15–20	TWB	8	35
St. Cloud, Minn.	24	None	None	M	....	450	....	DBA	135	No debt
Salina, Kan.	21	5C	None	A	5.0	1,500	30–10	SDW	200	40
Salinas, Calif.	12	6M	None	P	2.8	250	5–0	TP	70	....
Salisbury, Md.	13	10	....	P	....	985	85–5	TWS	50	10
Sanford, Fla.	10	None	....	Sc	2.5	1,525	50–0	TS	50	....
San Gabriel, Calif.	12	7C	0.2	P	1.0	300	82–15	BTI	8	....
San Mateo, Calif.	19	7C	1.0	AS	6.0	733	80–20	SPD	30	17
So. Milwaukee, Wis.	11	8M	None	Sc	5.0	500	50–10	WSP	85	20
So. Pasadena, Calif.	14	None	None	A	12.0	800	20–10	BW	90	....
Stevens Point, Wis.	16	5M	None	Sm	....	202	75–5	RWSP	None	25
Suffolk, Va.	11	None	None	A	5.0	200	80–20	TS	....	4
Sweetwater, Tex.	10	7C	None	A	1.5	150	....	WTG	35	....
Thomasville, N. C.	11	3M	1.2	PA	1.0	350	10–5	DTG	35	....
Traverse City, Mich.	14	6M	....	A	4.0	....	0–20	SET	....	25
Twin Falls, Idaho	12	7M	None	PSm	....	1,500	20–0	ABW	None	....
Two Rivers, Wis.	10	4A1C	None	P	1.0	583	20–25	UW	100	42
Vancouver, Wash.	19	9C	10.0	PSm	10.0	2,000	70–5	WST	120	32
Walla Walla, Wash.	18	9C	None	PW	....	1,006	25–65	TP	374	26
Waycross, Ga.	17	6C	10.0	ASc	....	500	50–0	SWB	50	....
Whittier, Calif.	16	7M	0.5	C	3.0	750	1–0	DSH	70	....
Wilmette, Ill.	17	None	None	A	1.0	400	100–0	WTB	....	26
Winchester, Va.	12	None	....	CA	....	750	0–100	DSIW	83	....
Winnetka, Ill.	12	6M	0.5	P	1.0	722	100–0	T	225	18

IV. Postwar Planning for Air Transportation

By CARL FEISS*
Planning Director, The Denver Planning Commission

The airport should be planned in relation to the city land plan as well as to the needs of air transport; there is a place for the city, state, and federal governments as well as private companies in airport planning and finance.

THE future of air transportation lies as much on the ground as in the air; cities are concerned with maintaining the airport facilities at the same degree of efficiency which is attained by the airplane in flight. What is the future of aviation for which cities are now planning land facilities? The most air-minded people are predicting an unlimited air age. In a sense it is unlimited since potential development even on a sound economic base can hardly be envisaged. There are obviously going to be more planes both of the commercial scheduled flight type and of the private non-scheduled type.

However, it is reasonably safe to assume that human beings are going to continue to live on the ground and are going to conduct the major part of their daily activity on the ground. Take for instance the statement that the day will come when every man will fly to and from work or that every family will own its own plane. Of the 800 employes in a department store possibly 10 or 15 buyers and executives might conceivably find a plane of use in their daily activities. But the average man or woman who punches a time clock would have little need for a plane except possibly over weekends. The economics of the situation hardly justifies the concept that the plane will be as common as the automobile unless our whole basis of livelihood is to change. Knowing this, it would be thoroughly unwise for a community to place air business before land business and to mortgage itself to the hilt to promote aviation, leaving many necessary improvements within the structure of the community to play second fiddle. Air business is dependent on land business, and the understanding of this fact places the municipal government in a position of some power as well as responsibility in relation to air transportation.

The Community and Air Planning

Many communities have failed to recognize certain principles in the planning of community interests in conjunction with air interests in their enthusiasm to assist the dynamic ever-growing and always exciting air transportation industry. The first land principle is the principle of use and necessity. Will the community derive benefits from this new transportation medium? These benefits must be ascertained by each individual city in terms of the convenience of rapid time-saving connections to other communities, to recreation areas, to places of business or residence, and also in terms of the possible economic benefits of added business in the community brought by planes as well as the faster marketing and delivery of goods and materials.

The second basic land principle is the maintenance of safety and the avoidance of nuisance. As has been demonstrated many times over, the airplane, like the automobile and the railway train, is a machine which must be controlled adequately or loss of life and damage to property may result. In addition, the airplane because of its noise and its concentration of traffic near airports may have a high nuisance value.

The third basic land principle involves

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*Editor's Note: Mr. Feiss, who is also professor of planning at the University of Denver, was formerly director of the planning and housing division of Columbia University; consultant, Region 2, National Resources Planning Board on Atlantic Coast defense planning problems; and planning and housing consultant, New York City Civil Service Commission.

This is the fourth of a series of articles on postwar planning for municipal facilities and services. The article next month will deal with utilities.

the preservation or the creation of value. It is necessary at all times to maintain an economic equilibrium within a community in which problems created through the normal competition of free enterprise do not destroy the value of existing allied enterprise. This is closely tied in with the benefits to be derived from the encouragement by the municipal government of one form of transportation enterprise which may inadvertently shift working population density, land and building values and assessments, and may, where a plan of adjustment is lacking, seriously disturb the local economic balance.

Air Transport and Land Planning

In terms of aeronautics, what does land efficiency mean? It means first of all an efficiency of service to the planes themselves. This means servicing the vehicle quickly and economically at the point of contact with the land through the provision of adequate airport facilities, well-trained personnel, and the proper technical equipment such as lighting, radio, and electronic devices. The second efficiency to be maintained from the aeronautics point of view is a speedy contact between passengers and cargo and their origin or destination on land. It is a familiar fact that it is possible to fly between cities from airport to airport more conveniently, and in some cases with greater safety, than it is possible to travel from the airport to a central destination within the city itself. The third major point from the aeronautics standpoint is freedom in the lower air. This freedom can be divided in two parts: first, the freedom to maneuver in landing and takeoff within a prescribed approach area free of land-based obstructions; second, the ability to maneuver during landing and takeoff free of traffic congestion in the air.

Toward an Airport System

The Civil Aeronautics Administration has developed a good set of standards on the location, size, and design of airports to guide officials in planning a municipal airport system. But few cities will be able to start from scratch to build a model air transportation system. In most cities airports grew without plan when air transportation was a new development and when standards of location, design, and construction, as well as maintenance and operation, convenience, safety and accessibility, were immature or non-existent. All types of structures have arisen around them and investments have been made, both by cities and by private enterprise, in roads, runways, hangars, utilities, and services that are difficult to abandon. It has also been the practice to permit all types of flying to develop on one field so that throughout the country are to be found airports which combine non-scheduled private flying and the public utility in scheduled air carrier service at one point.

But cities now realize that they must develop not only an airport but an airport system, that scheduled air flight is not dissimilar to scheduled railway service in which passengers, mail, express, and freight must be served, and that the non-scheduled private flyer requires services of his own. The fact that drastic change is difficult if not impossible in many cases does not mean that over a period of years a shift from one point to another could not be planned or programmed. In fact such shifts are going to be imperative in many cities when they have made thorough studies of both the air and ground patterns.

The land plan for air goes far beyond the boundaries of an airport, the design of which cannot be discussed here. The land plan involves among other things a careful appraisal of communication by automobile, bus, or other ground service to important sources of passenger and cargo within the economic region. Speed is the essence of air-transport success, and speed on the ground which must be added to speed in the air in the time of a projected trip cannot be attained without a careful selection of routes on the ground and a careful design or redesign of street systems to meet the needs of speed. Here the city again must weigh the cost of expenditure on street improvements for the airport against the return which the community derives both directly and indirectly from its air system. No high-speed highways can be justified where the airport is simply a fueling station or a serv-

ice station for air lines or a Sunday sightseeing spot.

Many cities are willing to take a chance these days in the hope that by spending much money out of the public treasury on ground service they can induce air lines to take advantage of free facilities provided and that their city will be the winner in the nation-wide competition for municipal air power. The willingness to compete or to gamble in air futures is again a local decision and no advice given here can be universally applied.

The land plan has, of course, a major influence on zoning. The effect of uncontrolled automobile traffic on residential values is all too familiar. Plans for a city's air future should be made in light of this experience. A municipality has every right to protect its institutions from the nuisance of air traffic. Hospitals and schools, whether public or private, are institutions which demand and should receive protection from noise. Residential areas where peace and quiet are required, if neighborhood stability and the general welfare are to be maintained, become important parts of the land plan. To the best of the writer's knowledge, discernible influences disappear within a mile of a major airport. Much will depend on the altitude of the city and the effect of such altitude on takeoff and landing angles, the pattern of development as it relates to major air routes coming into the municipal airport or other fields, the size, number, and speed of planes, and the air plan.

The Air Plan

The air plan for each community may be divided into four separate categories:

1. The commercial passenger scheduled flight pattern.
2. The commercial cargo scheduled flight pattern (or a combination of this and No. 1).
3. The non-scheduled commercial and private flight pattern.
4. Military flight pattern.

Few cities today will find that the combination of all four of these exist in their area, although many of the major cities throughout the country find that the air above them is crisscrossed in an invisible three dimension traffic jam caused by the lack of a functionalized plan for air.

Every field, no matter of what size or serving what type of plane, will develop its traffic patterns in the air. Automobile traffic is automatically restricted by street dimensions and intersections to follow certain prescribed two dimensional patterns. No adequate means as yet have been devised whereby the complications of our three dimensional invisible air traffic system can be adequately studied by the city official although the CAA is now making engineering appraisals of local air traffic systems. Traffic flow counts and diagrams which are normal to the studies of street intersection problems in every municipality can hardly be applied to methods of computing air traffic congestions. Plans must be made under the assumption that means will be devised whereby the local air traffic system can be properly designed to meet the needs of the four major categories listed above, singly or in combination.

Height zoning, which has been widely discussed as it relates to airports and surrounding areas, is a very important part of the air traffic plan. Obstructions of all types, from mountains to water tanks, chimneys, and lightpoles, affect the air traffic pattern and are affected by it. Prevailing winds and areas of smoke and fog also play a major part in this invisible design. Perhaps as important, if not more important, however, is the local pattern of landing fields and their individual runway patterns. The airport does not end at the fence; the boundaries of an airport are no more easy to define than the boundaries of a railroad station area or a seaport; and as far as heavy planes are concerned, in taking off and landing, it should be assumed that they are running on tracks projected into the air for miles beyond the end of the runways. Danger areas or areas of nuisance are created on the land which are to be considered properly within the airport and should be developed accordingly even though no planes land upon them.

What, When, and Where?

In the highly controversial and competi-

tive field of aviation there is one clear fact: it is that at the appropriate time military authorities will make the decision as to whether or not the air facilities will be returned to peacetime use. Municipalities can be sure that the responsibility for such decisions will not be in their hands, although the effect of such decisions on their present plans can be considerable. If the Congress gives additional powers to a federal aviation agency, it may be assumed automatically that much planning for both air and land systems of municipalities will be done by or will be influenced by the central agency and its regional offices, possibly to a much greater extent than is now done by the Civil Aeronautics Administration. It may well be that nation-wide standards of location, design, operation, and maintenance will be applied to all cities in the interest of safety. There is much logic behind this thought since it is inconceivable that a rational plan for the future of national aviation could exist which permitted every city to establish its own rules and regulations and develop its own standards of design. It is not a question of local administration, it is a question of engineering.

Since aviation engineering is a highly specialized technical job, the question of who is to finance various projects is one of some moment to the public official. The federal government furnished engineering consultation and advice every time a municipality sought a Civil Aeronautics Administration rating for its field or fields. In addition, the airport service of the CAA was charged with the review and approval of plans and specifications for all airport construction and improvement involving the expenditure of federal funds. In some cases the CAA has designed specific projects, although the usual practice has been that engineering costs are paid from municipal funds. During the war, of course, military authorities have participated in many instances in the building of runways, taxiways, hangars, and in the installation of radio, lighting, and weather equipment. Such installations can be considered as permanent additions to the capital improvements of the field. The extent to which the federal government may subsidize local programs on a nation-wide basis will undoubtedly be determined by the Congress within the next year, as bills now pending before it raise the question.

During the war the Army-Navy Commerce Board composed of representatives of the Army, Navy, and CAA has reviewed all proposals for the expenditure of federal funds on all airports to determine the need in so far as national defense is concerned. This approval is mandatory and without relation to civil need.

States rights in aviation are another perplexing problem. Any attempt to cellularize the nation's aviation program on the basis of present state boundaries is obvious nonsense; however, there are many useful functions for a state aeronautics commission working closely with the state utility commission and state planning commission. The stimulus of local services and feeder lines and assistance to local communities in programming of airports, particularly on the maintenance and operation side, could be very useful; and at present it appears that partial servicing of local airports may be handled satisfactorily through a state highway commission. One of the bones of contention raised in the Lea Bill now before Congress is the suggestion that all federal funds for local improvement be canalized to a municipality through the state and that all zoning changes for municipal airport systems being required by the federal agency be approved by the governor. To these municipalities which have had full jurisdiction over their own airport planning problems, such a suggestion of state interference in local affairs is highly questionable.

One can hardly question the propriety, at least at this time, of a municipality owning and managing the central airports or ports. Whether in the future such facilities will be turned over to a holding corporation similar to a railway union terminal corporation of the type to be found in many cities, will depend largely on municipal airport management efficiencies which are developed within the next few years. As long as standards are maintained by the CAA and by the air lines themselves, and are constantly being improved through close collaboration

between these agencies and the municipal airport officials, the municipality, which has been responsible for a major investment at the field, should have the final administrative jurisdiction.

Most municipalities have attempted to carry their airports on the basis of future returns, even though at the present they are not self-supporting. It is natural to assume that in the not too distant future cities which have well-established air routes and in which the air transportation system has been well consolidated, will attempt to refinance and place their airports on a full paying basis, charging the air lines and the other aviation interests using the fields an economic rent. Whether or not back losses should be written off will depend entirely on what the traffic will bear.

Municipal assistance in the acquisition of property and in the building of the station structures and hangars has been considered up to now an appropriate public encouragement of private enterprise; municipalities do not run their own air lines any more than they run intercity rail or bus lines. The most difficult borderline case exists in the establishment by a municipality of small fields for private flying. Because of the confused ground and air pattern created, some municipalities are already planning to assist the private flyer and air schools through the development of either large fields for private flying or a series of small ones, or possibly a combination of the two. The appropriateness of such action depends largely on the needs of the individual community, although the municipal financing of small fields is a ticklish question since it opens up competition between a municipality and existing private enterprise. From the land planning standpoint, however, the municipality has the right to assume considerable responsibility in the location and design of small fields. Whether this can be done efficiently through zoning or any other legal instrumentality is questionable, particularly as many small fields already are located and will be located beyond the city limits and beyond the jurisdiction of a city planning commission. Here is an appropriate field for regional planning effort and cooperation between the several local governments in the area.

The balance of power will probably always remain with the chief fiscal agent whether such agent be a municipality, the air lines, the state, or a federal agency. There is in nearly every major community a combination of financing from two and possibly three sources. It is the writer's opinion that the CAA is not seeking further control or jurisdiction of local airport administration but wishes chiefly to maintain uniform safety and operating standards which make inter-city flying possible. The choice which a municipality will make as to financing agent is not an easy one and possibly will vary from year to year. It is reasonably safe to assume, however, that with few exceptions, particularly in the larger cities, both the CAA and the air lines will wish to delegate to the municipality the major responsibility for airport jurisdiction.

The City Administrator's Task

The city administrator—the manager, the mayor, and the planner—interested in the future of aeronautics, is faced with the adjustment of air principles to land principles, and vice versa, in the area within his jurisdiction. It is up to him to advise the council and community on the best means of obtaining the maximum benefits from air transportation with the minimum adverse effect on the community. This does not mean that he takes the attitude that the problems involved make air transportation a liability rather than an asset. On the contrary, his proper point of view is to assume that air transportation is and may be in the future a very great benefit to his community and that adjustments which are to be made to overcome hazards and liabilities can and must be made with a minimum loss of time and economic value.

Cities have not been planned for land transit; the many problems which face all cities where congestion of people and buildings is great all tend to add to the problems of adjustment of land to air.

There is no one answer nor even a hundred different answers; it is a problem of each individual community—one which it

must face through the preparation of its own local plans. The size of a city, its financial status, its location on main air routes, its commerce and industry, its wealth and its credit, its climate and its government, are all modifying factors in a local airport program.

Air transportation needs the engineering technical services of public utility engineers every bit as experienced and able as those who would be normally employed in the development of a rapid transit system, a sewerage system, a power system, or any other public utility which is considered a normal function of government. This is not a field for enthusiastic amateurs and the sooner that cities develop their own department of aeronautics engineering or secure consultants to work closely with local planning commissions, the CAA, the air lines, and the air industry, the sooner will sound local programs materialize.

News of the Month

Recent Federal Actions Affecting Local Governments

PRICE CONTROL. The Office of Price Administration on February 28 created a Municipal Affairs Committee composed of top officials from all OPA operating departments under the chairmanship of Administrator Chester Bowles. OPA regional and district offices have been instructed not to take into court any case in which a state, city, or town government is involved. Mr. Bowles said that the Municipal Affairs Committee would examine the facts of each case involving a local government and discuss these matters with representatives of three municipal organizations (American Municipal Association, National Institute of Municipal Law Officers, and the United States Conference of Mayors) before any formal action is taken. In recent months the OPA has sought in many instances to prevent increases in municipal garbage collection charges. The appointment of the Committee followed a conference between Mr. Bowles and the directors of the three municipal associations.

Roads and Streets. Chairman Robinson conducted hearings in March before his House Roads Committee on H.R. 2426 which would finance the beginnings of the proposed 39,000-mile system of interregional highways. Every municipality in an "urban area" of 10,000 or more population would share in federal aid funds in the construction of such projects as by-passes, express arterial highways, offstreet parking facilities, and almost any needed traffic facility—if the municipality is willing to pay up to 25 per cent of the cost of the project. State highway department and municipal officials are supporting this bill, and according to the American Municipal Association, the chances of enactment seem to be excellent. Among the municipal officials who appeared before the Committe in favor of the bill were Mayor Frank Lausche of Cleveland, City Manager V. R. Smitham of Dallas, and City Engineer Lloyd Aldrich of Los Angeles.

Airport Legislation. Senator McCarran on March 20 introduced a bill (S. 1790) which codifies existing legislation for civil aviation and proposes a billion-dollar government-chartered corporation to be operated by all air transport companies now operating in the interstate and foreign fields. The bill also would regulate air contractors, combine existing federal aviation agencies in a new seven-man Civil Aeronautics Authority, provide for a national airport development plan, formulate a program for protection of aerial approaches to airports, and provide for grants to states and cities for the development of airports in accordance with the national plan.

This bill may be opposed by most of the

air transport industry because it would establish a federal monopoly of international air carriage. Unlike other proposals, it does not require that airports be zoned and cleared at municipal expense and does not deny a municipal voice in the development of airport construction programs. In view of such objections in the Lea bill (H.R. 3420), which is now in deadlock in the House Rules Committee and which may never come to a vote, the new McCarran bill quite possibly can become the basis of a compromise, according to the *Washington News Letter* of the American Municipal Association.

Juvenile Delinquency. The Office of Community War Services of the Federal Security Agency has recently issued three pamphlets relating to juvenile delinquency. One is entitled *Techniques of Law Enforcement in the Treatment of Juveniles and the Prevention of Juvenile Delinquency,* a manual for police officers prepared by the National Advisory Police Committee on Social Protection of the Federal Security Agency. A second publication, *Citizens of Tomorrow,* contains statements regarding juvenile delinquency by the heads of the federal agencies concerned and a checklist of wartime community services for young people. The third report, *What About Us? A Report on Community Programs for Young People* is a summary of wartime recreation for young people in several hundred communities.

Hearings on the problems of juvenile delinquency were held in March by the Pepper Committee (Senate Wartime Committee on Health and Education) which heard testimony concerned with various types of programs that have been developed to meet the problem. Hearings also have been held by a subcommittee of the Senate Judiciary Committee on the Andrews bill (S. 1578) which would permit the use of federal funds for the return of runaway juveniles to their state of residence. This particular proposal was opposed by both the Bureau of Public Assistance and Children's Bureau because of the difficulty of administration and because of the inadequacy of its approach to the problem.

Airport Management. The Civil Aeronautics Administration has created an airport management unit which will undertake as its first task the assembling and publication of information concerning sources of income and other data which will assist communities in managing their airports more efficiently and help make them more nearly self-supporting.

Blighted Areas of Cities. The United States Supreme Court on February 7 denied a petition requesting a review of the decision of the New York Court of Appeals on December 2, 1943, upholding the New York "redevelopment companies law." This important action may give impetus to the elimination of blighted areas of cities by the use of public power and private capital. Starting with the Illinois and Michigan laws of 1941, the idea of urban redevelopment laws has spread to seven other states—Kentucky and New York in 1942, and Indiana, Kansas, Maryland, Missouri, and Wisconsin in 1943. The purpose of all of these laws is to secure the use of private capital in rehabilitation of slum or blighted areas of cities. Private enterprise in the past has been unable to accomplish much in this field because of inability to assemble large tracts of land. The power of eminent domain is available in all of the nine states in assembling land for projects to rehabilitate blighted city areas. All of the laws also require approval by a state or city supervising agency of buildings and financing plans for each project.

Fire Apparatus. Cities which can demonstrate a legitimate need for fire apparatus can secure priority releases through the Government Division of the War Production Board. In general the Division prefers that cities plan to use 500 g.p.m. pumpers in residential areas and heavier equipment only in areas in which there is a greater hazard and a higher concentration of values. Rejection of a request for priority at one time does not prevent a city from requesting priority on similar equipment at a later date. The Division has prepared a six-page pamphlet entitled "Procedures on Fire Department Priorities" which indicates the proper method of filing an application.

Automobile Rationing. The Office of Price Administration on February 29 announced

that OPA district offices instead of local ration boards will process applications for the purchase of new cars. Information on the procedure to be followed by a tax-supported agency in purchasing new 1942 automobiles turned over by the War Department to the Treasury may be secured from the regional director of the U. S. Treasury Procurement Division. Officials unable to locate dealers in their area who can supply automobiles may secure names of such dealers from their district OPA office.

Inspect Dry Cleaning Establishments. The War Production Board has appealed to municipal fire prevention and police officials to inspect carefully all dry cleaning establishments equipped to use synthetic solvents of the chlorinated hydrocarbon family to make sure that such establishments are not using petroleum base solvents in their equipment. The use of such solvents in equipment designed only to use synthetic solvents constitutes a serious fire hazard and generally is in violation of safety ordinances, according to the WPB.

Temporary War Housing. The National Housing Agency has recently issued regulations governing the disposition during the war of federally owned movable public war housing. All such housing not needed locally is to be removed to other localities where needed, offered for sale to meet private war housing quotas, made available for use by public or quasi-public agencies for nonresidential use, or demolished.

Surplus War Property. The Surplus War Property Administration will discontinue the present auction method involving the submission of bids so far as cities are concerned, according to the United States Conference of Mayors which also has advised municipal officials, following a meeting of various federal agencies on April 3, that hereafter purchase orders of cities will be accepted without the necessity of deposit of check or cash demand, sales are to be on a unit instead of a lot basis, and prices are to be fixed on the same level as transfers or sales to federal agencies.

Excise Taxes. The Bureau of Internal Revenue has ruled that a municipality is not exempt from the transportation tax on property when the municipality pays the freight direct to the carrier unless such municipality is the consignee or consignor. The federal tax of one cent on each five cents or major fraction thereof paid on admissions to any place applies to municipal as well as to private places of amusement, effective April 1, 1944. The Municipal Finance Officers Association has issued a special bulletin on the excise rates which became effective on April 1; it gives the changes in rates and indicates methods of obtaining exemptions.

New Public Service Training School Inaugurated in Detroit

A TRAINING school for public service will be inaugurated in Detroit next September "to encourage and facilitate the academic and practical education of students in public administration and to provide for scholarships, fellowships and internships in institutions of higher learning, in citizen agencies and governmental departments."

To be known as the National Training School for Public Service, the school will be under the direction of Lent D. Upson, also director of the School of Public Affairs and Social Work of Wayne University, with Loren B. Miller, director of the Detroit Bureau of Governmental Research, as assistant director.

The school proposes (1) to prepare young men and women for effective participation in community leadership and in practical politics; (2) to train them for professional service with citizen organizations intended to stimulate and direct citizen interest in government; and (3) to fit them for administrative positions in the public service. While not minimizing the importance of trained men in governmental departments, the school will place emphasis, both in selection of students and in training, on what it believes to be the even greater need for trained men who may make careers in politics and as professional and lay citizen leaders of public opinion in their communities.

The school is offering between 10 and 15 fellowships of $1,200 a year plus tuition and fees and a number of lesser scholarships to

qualified university graduates. Exceptions to graduate status may be made to certain returned war veterans. These will be known as Volker Fellowships in recognition of the donor. No particular field of undergraduate specialization will be required.

It is not intended that the school will itself furnish instruction and field training. Rather, the school will supervise these activities of students, utilizing in Detroit the School of Public Affairs and Social Work for academic work and the Detroit Bureau of Governmental Research and other citizen agencies and public departments for field experience.

The academic instruction will consist of two semester courses of 10 hours each in citizenship and public administration and two seminars of two hours each in current problems of administration and politics. Successful completion of these courses, with oral or written examinations and thesis, will entitle the student to a master's degree in public administration.

Academic instruction will be somewhat distinctive in that the various subjects of citizenship and administration dealt with will be given "in block"—i.e., each subject will be completed in its entirety before taking up the next. Continuity of instruction will be provided by the assignment of permanent instructors to the class but these will be supplemented by selected instructors from the Wayne University faculty and particularly by leaders in public administration in Detroit and elsewhere. In this manner the students will be afforded firsthand contact with the personalities, philosophies, and experiences of those who have made notable contributions in the field of government. Courses will be given three days a week, leaving the balance of the week for field experience.

Field training will be by initial assignment to the Detroit Bureau of Governmental Research, which will make special provision for the supervision of students. This initial experience will be followed by short work assignments in various civic and social agencies and public departments depending on the particular interests of the students and the requirement of a broad experience with various types of agencies. With the completion of this work-study program, continued over a 12-month period, it is hoped that many of the students may be employed for a further definite work-experience period by agencies in other parts of the country.

Municipal Fire Defenses of 53 Cities Surveyed in 1943

THE municipal fire defenses of eight cities over 25,000 and of 45 cities between 10,000 and 25,000 were regraded during 1943—by the National Board of Fire Underwriters in larger cities and by the rating organization operating in the states in the smaller cities. All except four of these 53 cities have been regraded previously sometime during the 10 years from 1933 to 1942. The average number of years since the previous grading for the larger cities was eight years and for the smaller cities nearly six years. As a result of the new gradings two of the eight cities over 25,000 received a sufficient reduction in the total number of points of deficiency to place them in the next better class—Cincinnati, Ohio, from class 3 to class 2 (see news item elsewhere in this issue), and Garfield, New Jersey, from class 6 to class 5; two cities, Bloomington, Illinois, and Haverford, Pennsylvania, received additional deficiency points which put them in the next poorer class; and the classification of four cities did not change.

Thirty-one of the 45 cities between 10,000 and 25,000 that were regraded during 1943 received a reduction in the number of total points of deficiency and in 11 cities this reduction was sufficient to put the city into a better class: Modesto, California, from class 4 to class 3; Alliance, Ohio, Canton, Illinois, Concord, North Carolina, and Key West, Florida, from class 7 to class 6; Cuyahoga Falls, Ohio, Decatur, Georgia, and Kinston, North Carolina, from class 6 to class 5; Durant, Oklahoma, from class 8 to class 6; Carteret, New Jersey, E to D; and Big Spring, Texas, which received a reduction from 28 to 27 in its key rate.

Fourteen cities between 10,000 and 25,000 received more points of deficiency as a result of the new grading, and in three of these the decrease was sufficient to put the city into a poorer class: Richmond, California, class 4 to class 5; Valdosta, Georgia, class 5 to class 7; and Fort Scott, Kansas, class 6 to class 7.

Detailed information concerning the fire insurance classification for all cities over 10,000 together with the total number of points of deficiency and the points of deficiency for the fire department as of January, 1944, will appear in the 1944 edition of *The Municipal Year Book* which will be published in June by the International City Managers' Association.

Cincinnati Gets Class 2 Grading and Cut in Fire Insurance Rates

THE municipal fire defenses of Cincinnati, Ohio, were given a class 2 grading late in 1943 by the National Board of Fire Underwriters following a survey made at the request of city officials. A total of 909 points of deficiency are charged against the city's fire defenses as a result of this new survey as compared with 1,316 points of deficiency under class 3 in which the city had been since 1920 (cities with 1,001 to 1,500 points of deficiency are in class 3). This change to a better class was recognized by the Ohio Inspection Bureau with a reduction in insurance rates on certain types of property. For example, fire insurance rates on brick buildings were reduced 4 per cent, on frame buildings 2 per cent, and on fireproof buildings 1 per cent. The total saving effected by the rate change is not known but when it was announced that Cincinnati had been made a class 2 city the local press stated that according to "an authoritative source" the saving for the whole city would be between $300,000 and $500,000 a year.

The National Board of Fire Underwriters surveyed Cincinnati's fire defenses in 1909, 1915, 1920, 1924, 1933, and 1943, and in each report made recommendations for additions and improvements to the water supply, fire department, fire alarm system, and for better control of building construction and hazards. One of the most serious defects existing in 1933, according to the National Board survey report, was in regard to the fire alarm system. Starting under City Manager C. A. Dykstra, a complete rehabilitation of the fire alarm system was undertaken resulting in a reduction of 177 deficiency points, but this alone was not sufficient to change the city's classification. Under City Manager C. O. Sherrill other improvements were introduced, including the erection of a drill tower, an improved system of company drills, the use of separate hose carriers for some fire department pumper companies in high value districts, an improved system of building inspections by firemen, a new response system for fire companies, and additional fire fighting equipment.

These improvements were sufficient to bring the city of Cincinnati into class 2, making it the twentieth city of over 100,000 population in the United States to be so graded. Only eight cities between 25,000 and 100,000 and none below 25,000 are in class 2. No city is in class 1, one-third of all cities over 25,000 being in class 4.

Postwar Planning Institutes for City Officials in Five States

NEARLY a score of planning institutes have been held in recent months in five states; from them city officials get an idea as to what postwar problems must be solved and what steps should be taken toward their solution. Generally, the institutes emphasize that postwar planning is no different from the important function of city planning that should be carried on everywhere all the time. Instructors point out that before construction projects are listed and costs estimated, a thorough study of community needs—health, housing, public works, etc.—should be made and an orderly plan drawn up.

The first of the entire series of institutes was the five-day Michigan meeting held in Lansing last October, attended by 50 officials of Michigan communities. Later institutes

were held in St. Paul in January attended by 120 officials representing 50 Minnesota communities; the Illinois institute, held on March 6 to 10 in Springfield, attended by 58 officials of 28 cities; and two California institutes, one in Los Angeles on March 13 to 17 and one in Oakland on March 20 to 24. A series of eight planning institutes scheduled for Pennsylvania was started in Philadelphia late in March.

Sponsoring and cooperating in the meetings are various organizations, including the state municipal leagues, state planning boards and other agencies, the American Municipal Association, and the American Society of Planning Officials.

Twelve Cities Make Profit on Municipal Airport Operations

THERE is little uniformity in methods of charging for services at municipal airports and comparatively few airports are breaking even, according to a recent survey of operating charges at 44 municipal airports made by the Commission of Publicity and Efficiency of Toledo. Among the cities which reported a profit on 1942 operations, usually without regard to investment, are: Austin, Texas, $12,585, with a gross income, including merchandise sales, of $72,371; Cleveland's gross annual income of $52,000 with a gross operating cost of $48,000; Dallas, Texas, net profit of almost $20,000; Fort Wayne, Indiana, net income of $19,210; Los Angeles, $8,907; Memphis, $71,324; Minneapolis, $3,960; Oakland, $5,661, with $14,737 allowance for general airport overhead; Rochester, New York, $48,190; Shreveport, $1,819; Waco, $3,090; and Youngstown, $2,118.

General tax revenues were not considered as income in determining profits. Memphis, which showed a large profit in 1942, received $69,271 from gas tax and $34,458 from concessions. In Utah the state levies a four-cent per gallon gasoline tax on aviation gas and three-fourths of the revenue from this source is returned to the airport where the tax is collected. The $50,000 cost of operating the two Salt Lake City airports is met entirely from this gasoline tax, the airlines paying nothing for services. Nearly all of the 44 cities which supplied information have a sliding scale for landing fees per month; these cities include Birmingham, Boston, Chicago, Columbus, Detroit, Fort Wayne, Kansas City, New Orleans, New York, Oakland, Philadelphia, Pittsburgh, but there is a wide variation in the amount and method of charging, which is also true in the case of rentals for office space and plane storage and the charge for space occupied by the CAA and the Weather Bureau.

Important Annual Conferences for Municipal Officials

American Society of Planning Officials—Chicago, May 1-3.

National Association of Housing Officials—Chicago, May 3-5.

National Fire Protection Association—Philadelphia, May 8-11.

Municipal Finance Officers Association—Cleveland, June 7-9.

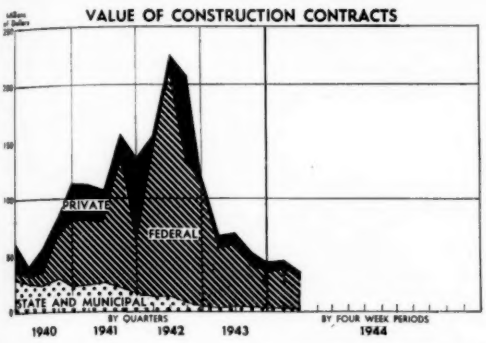
International Association of Fire Chiefs—Grand Rapids, Michigan, August 22-25.

American Public Works Association—St. Paul, September 24-27.

National Conference on Assessment Administration—Des Moines, October 3-5.

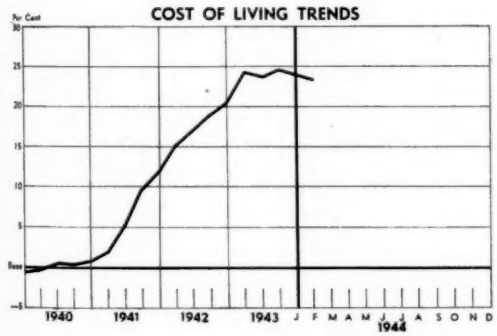
International City Managers' Association—Chicago, October 12-17.

Civil Service Assembly of the United States and Canada—Chicago, November 1-3.



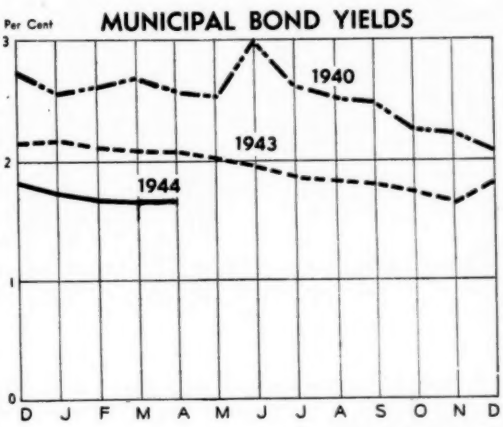
Source: Engineering News-Record

This chart shows trends in contracts for civil engineering construction in continental United States only and does not include construction by military combat engineers, American contracts outside the country, and shipbuilding. Construction contracts for the first eight weeks of 1944 totalled $274,396,000, making a weekly average of $34,112,000. On the weekly average basis, 1944 construction was 48 per cent lower than the first eight-week period in 1943. Private construction was 2 per cent above the 1943 figure, and public construction was down 54 per cent because of a decline of construction in all levels of government. The minimum size projects included are: waterworks and waterways projects, $15,000; other public works, $25,000; industrial buildings, $40,000; other buildings, $150,000.



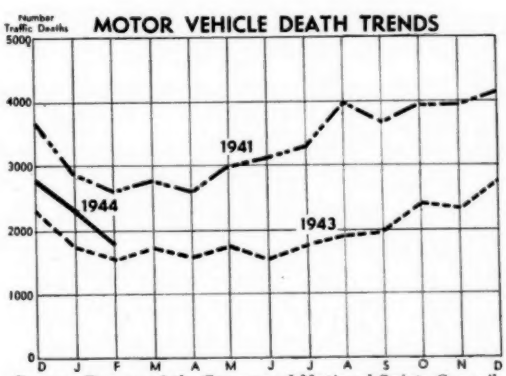
Source: Bureau of Labor Statistics

This chart shows the cost-of-living trends for wage earners and lower-salaried workers in large cities. The index of cost of living on February 15, 1944, the latest date for which figures are available, was 123.7 (1935-39 average = 100), 0.4 per cent lower than on January 15 when the index stood at 124.1. Food prices declined by 1.2 per cent on the average, while prices of other goods and services rose by three-tenths of 1 per cent. Increases in clothing prices because of shortages of merchandise were general, but in most cases small. Prices of living essentials have increased 2.2 per cent over February, 1943. Rents are almost unchanged, food has been practically stabilized, while clothing prices are up 6.8 per cent, and the average cost of fuel, housefurnishings and equipment, and miscellaneous goods and services are up 3 to 4 per cent.



Source: The Bond Buyer

The Bond Buyer's index stood at 1.65 on April 1, 1944, which is the same as it was a month ago. (Note: This index averages bond yields of 20 large cities; yields vary inversely with bond prices.)



Source: Bureau of the Census and National Safety Council

Motor vehicle deaths in the United States totalled 1,800 in February, 1944, a 16 per cent increase from February, 1943, and 32 per cent less than in February, 1941. This continued the upward trend begun in the latter half of 1943 but at a slightly lower rate.

What American Cities Are Doing

*Excerpts from the current issues of news-letters published by the secretariats of several organizations of public officials.**

Disposal of Public War Housing

IN Alexandria, Virginia (33,523), the city council, housing authority, city planning commission, war housing advisory committee, early in February adopted a resolution stating that no public war housing should be disposed of without prior approval of the local governing body of the city where such housing is situated and that a nine-member local committee be set up to begin the preparation of a plan for the orderly disposition of public war housing in Alexandria. Subsequently the Virginia legislature adopted a similar resolution (except for local references) and urged the United States Congress to accomplish the aims set forth.

Municipal Priority on Federal Surplus

An organization known as the Coordinated Purchasing Board of Milwaukee County, Wisconsin, composed of the purchasing agents of 24 governmental units in Milwaukee County, at a recent meeting adopted a resolution calling on the administrator of the Surplus War Property Administration to study the feasibility of making surplus federal items available to federal, state, and municipal agencies without further cost to the taxpayers, and that if disposal by donation seemed inadvisable that the administrator be urged to provide governmental agencies with priorities ahead of every other prospective purchaser.

Levies 5 Per Cent Tax on Utilities

The city council of Columbus, Ohio (306,087), on March 20 adopted an ordinance levying an "utilities commodity tax" of 5 per cent on electrical energy, natural gas consumption, local telephone service, and water consumption, effective April 1. The amount of the tax is to be added as a separate item to each bill rendered by the utilities, including the water bills issued by the city, and is to be collected by the utilities from the consumers at the time bills are paid. The collections are to be turned over once a month to the city auditor and taxes due but not turned over to the city by the fifteenth of the month will bear interest at 6 per cent a year. It is estimated that this tax will bring in a revenue of approximately $725,000 during the nine months from April 1 to December 31, 1944.

City Financial News

Cities in Kentucky and Virginia have been authorized by their 1944 legislatures to establish reserve funds. In Kentucky the money may come from levies already authorized or from any other revenues, but the purposes for which reserve funds may be spent are listed in the law. . . . Atchison, Kansas (12,684), has collected 103 per cent of the 1943 tax levy including delinquent taxes. . . . Pittsburgh, Pennsylvania, recently sold $1,000,000 20-year serial refunding bonds with a 1 per cent coupon at an effective interest rate of .97887 per cent.

Two Cities Consider Parking Meters

Louisville, Kentucky, is considering the installation of 1,500 parking meters, and the Indianapolis city council is receiving bids on parking meters. . . . Flint, Michigan, has 695 parking meters that have been in operation for five years and need to be reconditioned or replaced. The original cost was $33,000; reconditioning would cost $8,000 and replacement with new manually operated meters, the only type now available, would cost $38,000. Revenue from the meters during the five years totals $272,252 plus $48,025 which motorists have paid for parking illegally in metered space.

Personnel News From Here and There

The voters of Seattle, Washington, recently defeated a proposed $30 per month blanket wage

*Chiefly from news-letters published by the American Municipal Association, American Public Welfare Association, American Public Works Association, American Society of Planning Officials, Civil Service Assembly, Federation of Tax Administrators, Governmental Research, Association, Institute of Municipal Law Officers, International Association of Chiefs of Police, International City Managers' Association, Municipal Finance Officers Association, National Association of Housing Officers, National Association of Housing Officials, National Fire Protection Association, and United States Conference of Mayors.

increase for police and firemen. . . . New York City policemen are to receive a bonus of $420 a year for overtime work. . . . Portland, Oregon, has adopted the policy of granting employees leaves of absence without pay to attend college. The city council adopted this policy in the belief that a college education would make employees more valuable in the municipal service, according to Mayor Earl Riley. Several employees, mainly clerks and stenographers, have taken advantage of the new program.

Utility Bills and Dividends

Three cities in the state of Washington—Bremerton, Colfax, and Raymond—are dispensing with monthly reading of water meters. Bremerton readings will be bimonthly, in Colfax quarterly and in Raymond twice a year. . . . Fergus Falls, Minnesota (10,848), has returned to users of electric current a dividend equal to 10 per cent of bills payable during the year ending March 1, 1944. . . . Portland, Oregon, has opened three farmers' markets on city property where residents may purchase farm produce from farmers.

U. S. Population Increases 3.7 Per Cent

Including the armed forces abroad, the total population of the United States on July 1, 1943, was 136,485,262, according to the Bureau of the Census, which represents an increase of 3.7 per cent since April 1, 1940. However, the total civilian population was smaller by 3.1 per cent on November 1, 1943, than on April 1, 1940. More than 84 per cent of all counties in the country decreased in civilian population since 1940. On the other hand 469 counties increased in civilian population, including 152 in which the increase amounted to 15 per cent or more.

Thirteen Towns Adopt Manager Plan

Thirteen cities and towns have adopted council-manager government since January 1. Eleven of these places are in Maine: Brownsville (1,914), Dexter (3,714), Eagle Lake (1,891), Fort Kent (5,363), Frenchville (1,566), St. Agatha (1,874), St. Francis (1,480), Skowhegan (7,159), Stockholm (891), Van Buren (5,380), and Wallagrass (1,123). The two other cities are Neosho, Missouri (5,318), and Longueuil, Quebec (8,200). During the same period four cities defeated proposals to adopt this plan: Fairbanks, Alaska (14,000); Gray, Maine (1,378); Greenville, Maine (1,955); and Pulaski, Virginia (8,792). Mason City, Iowa (27,080), voted 2,615 to 2,480 to abandon the council-manager plan which had been adopted in 1927, this action to become effective in April, 1945. Five other cities have voted on abandoning but in each case retained the manager plan: Rapid City, South Dakota (13,844), and four Vermont towns—Bennington (11,257), Ludlow (2,458), Manchester (2,139), and Northfield (3,601).

Reduce Debt 23 Per Cent

New York state cities, exclusive of New York City, have reduced their total debt 23 per cent in the last 10 years, according to a recent report of the New York State Conference of Mayors. Nine per cent of this reduction was made during 1943, the sixth consecutive year in which New York state cities have decreased their total indebtedness. These cities still owe $284,641,000, nearly one half of which is for schools and welfare. The assessed valuation of these cities is 9 per cent less than 10 years ago and was about the same in 1943 as in 1942.

Central Heating Plant Proposed

In Paducah, Kentucky, City Manager H. G. McElwee, in submitting a proposed list of projects costing in excess of $350,000 to the city council, suggested as one item a central district heating plant. He stated that "such a plant could be engineered and built in Paducah that would take care of both heat and light at a very nominal cost, thus eliminating entirely the fog, dirt, and ashes from furnaces all over the city."

Jointly Operated Airports

The Illinois State Supreme Court recently held unconstitutional a new state law under which cities could have collaborated with neighboring governmental units in establishing airport authorities. The court ruled that under this act airports would be private rather than public in purpose and therefore declared the law invalid. Freeport, Rockford, and Springfield are among the cities which had voted to build airports under this law.

Mails Report With Utility Bills

Watertown, South Dakota (10,617), has issued a circular showing a 10-year tax history of the city and also a table showing the purpose, interest rate, and amount of bonded indebtedness to be paid each year until all debt is retired; this circular was enclosed with utility bills. Watertown has also recently adopted milk and restaurant sanitation ordinances, according to City Auditor F. J. Hubbard, which are based

on the standard codes recommended by the United States Public Health Service.

Committee on Metropolitan Areas

The League of California Cities has set up a committee on metropolitan areas with the mayor of Los Angeles as chairman and the mayor of San Francisco vice-chairman with the mayors of the 26 other cities over 25,000 population comprising the membership of the committee. In addition there will be a subcommittee for each of the two metropolitan areas of the state which will include the mayors of all municipalities contiguous to the metropolitan city or which by their location or industries have problems in common with the metropolitan city. Mayor Bowron of Los Angeles has pointed out that postwar planning will have to be done on an area basis. The mayors of 33 cities in the Los Angeles area already have met on an informal basis several times to discuss municipal matters of common concern.

Traffic Deaths Lower in Cities

Traffic fatalities in 380 cities of more than 10,000 population showed a decrease of 9 per cent in 1943 as compared to 1942, according to the National Safety Council. Fifty-one of these cities completed the year without a traffic death, Mt. Vernon, New York (67,400), being the largest in this group with Poughkeepsie, New York, second, and Waltham, Massachusetts, third. St. Paul, Minnesota, had 58 per cent fewer fatalities than in 1942, Providence 40 per cent less, Cincinnati 32 per cent less, St. Louis 27 per cent, and Oakland 24 per cent fewer traffic fatalities than in 1942.

More Money to Virginia Cities

Local governments in Virginia will receive $2,167,000 a year more from state liquor profits and from a state tax on wine than they have received in past years, under new legislation recently enacted by the Virginia state legislature which adjourned on March 11. Other new legislation in Virginia gives permission to localities to establish postwar public works reserve funds, permits the establishment of regional planning commissions, enables local governments to join the state retirement system, and simplifies and expedites local condemnation proceedings.

What the Courts Say

The Supreme Court of Tennessee recently held that the city of Chattanooga has power to own and operate an airport located in the state of Georgia. . . . The United States Supreme Court on January 31 held that a member of Jehovah's Witnesses could not allow her eight-year old ward to sell or distribute magazines on the street in violation of a state law making it unlawful for any persons to furnish minors with any articles to be sold at any public place. . . . A district court of appeals in Ohio recently held invalid an ordinance of the city of Columbus which bans liquor sales after midnight. A regulation of the state liquor control board prohibited liquor sales between 2:30 A.M. and 5:30 A.M. and the court held that this regulation gave holders of the proper permits the legal right to sell liquor until 2:30 A.M.

Use of Synthetic Tires

The state police departments in the three states of Missouri, Rhode Island, and Utah, recently reported to the state section of the International Association of Chiefs of Police that synthetic tires have given satisfactory service. Maine state police have used 150 synthetic tires with an average mileage experience of 12,000 miles while New Mexico has secured a maximum mileage of between 5,000 to 7,000 miles. Texas state police report that the tires are not satisfactory for police use because they will not stand road heat and that mileage varied from five hundred to 10,000 miles per tire. Connecticut state police have used approximately four hundred synthetic tires of all makes and have secured 75 per cent mileage on the basis of prewar standards.

City Requests Special Census

The Berkeley, California, city council has requested the Bureau of the Census to undertake a special census before July 1. Registrations for ration books show that the population is approximately 110,000 as compared to 85,500 at the time of the 1940 Census. If this figure can be certified before July 1 as an official U. S. Census the city of Berkeley will receive approximately $9,000 additional from the state not including an increase in the allocation of state gasoline taxes. The Bureau of the Census advised the city that the government's price for making this special census would be $7,350.

City Cannot Avoid Debt Limit

The Wyoming Supreme Court in reversing a lower court has held that revenue bonds issued by the town of Afton for the purchase of an electric light plant from a private power company were illegal because the town had hoped by issuing such bonds to avoid exceeding a debt limit.

The Pick of the Month

New publications selected on the basis of value to municipal administrators. An annual list is included in each edition of The Municipal Year Book.

GENERAL

BILLBOARD CONTROL. Illinois Legislative Council, State Capitol, Springfield. March, 1944. 20pp.

CITIES AND SURPLUS WAR PROPERTY DISPOSAL. The United States Conference of Mayors, 730 Jackson Place, N. W., Washington 6, D. C. April, 1944. 5pp.

HOW TO IMPROVE OFFICE PROCEDURES. Municipal Finance Officers Association, 1313 East 60 Street, Chicago 37. February, 1944. 4pp. 25 cents.

JUDICIAL REVIEW OF LEGISLATION IN TEN SELECTED STATES. By Oliver P. Field. Bureau of Government Research, Indiana University, Bloomington. 1943. 81pp.

PROCEEDINGS OF THE FOURTH ANNUAL SOUTHERN INSTITUTE OF LOCAL GOVERNMENT. University of Tennessee, Knoxville. November, 1943. 84pp.

RECENT COUNCIL-MANAGER DEVELOPMENTS AND DIRECTORY OF COUNCIL-MANAGER CITIES. International City Managers' Association, 1313 East 60 Street, Chicago 37, March, 1944. 16pp. $1.

SIGNIFICANT FACTS CONCERNING THE NEGRO POPULATION. Bureau of the Census, Washington, D. C. November, 1943. 4pp.

STATE PROPOSALS VOTED UPON IN 1943. Bureau of the Census, Washington, D. C. January, 1944. 7pp.

THE WAR EMERGENCY RADIO SERVICE, CIVILIAN DEFENSE STATIONS. Office of Civilian Defense, Washington 25, D. C. 1944. 159pp.

EDUCATION

EDUCATIONAL DIRECTORY, 1943-44. Part II: City School Officers. United States Office of Education, Washington, D. C. 1943. 63pp. 10 cents.

INTERMEDIATE REPORT OF THE JOINT LEGISLATIVE COMMITTEE ON THE STATE EDUCATION SYSTEM. New York State Legislature, Albany. Document No. 41. 1943. 44pp.

FINANCE

ANALYSIS OF OPERATING CHARGES OF MUNICIPAL AIRPORTS (44 cities). Commission of Publicity and Efficiency, Fire and Police Alarm Building, Toledo. *Toledo City Journal*, February 26, 1944, pp. 75-78.

THE DEBT OF THE COMMONWEALTH OF PENNSYLVANIA AND ITS LOCAL SUBDIVISIONS. Joint State Government Commission, Capitol Building, Harrisburg. December, 1943. 38pp.

MANUAL OF PURCHASING ORGANIZATION AND PROCEDURE OF THE OFFICE OF THE PURCHASING AGENT. Civic Federation and Bureau of Efficiency, 127 North Dearborn Street, Chicago, Illinois. November, 1943.

MILEAGE RATE ALLOWANCE FOR USE OF PRIVATE AUTOMOBILES IN OFFICIAL BUSINESS. Office of the Auditor, city hall, Kansas City, Missouri. March, 1944. 11pp.

FIRE

STANDARDS FOR SAFEGUARDING DRY CLEANING AND DRY DYEING PLANTS. National Board of Fire Underwriters, 85 John Street, New York 7. February, 1944. 32pp.

A TABLE OF COMMON HAZARDOUS CHEMICALS. National Fire Protection Association, 60 Batterymarch Street, Boston 10. 1944. 31pp. 35 cents.

HEALTH

FOOD AND BEVERAGE ORDINANCE; CITY OF FERNDALE, MICHIGAN. 1943. 29 pp. 10 cents.

LIBRARIES

THE ADMINISTRATION OF THE AMERICAN PUBLIC LIBRARY. By E. W. McDiarmid and John McDiarmid. American Library Association, 520 North Michigan Avenue, Chicago 11. 1943. 250pp. $3.

PUBLIC LIBRARY FINANCE AND ACCOUNTING. By Edward Allen Wright. American Library Association, 520 North Michigan Avenue, Chicago 11. 1943. 137pp. $2.75.

PERSONNEL

SAFEGUARDING THE WOMAN EMPLOYEE. Metropolitan Life Insurance Company, One Madison Avenue, New York 10. 1943. 38pp.

THE SCOPE OF PROTECTION UNDER STATE AND LOCAL GOVERNMENT RETIREMENT SYSTEMS. Social Security Board, Washington 25, D. C. December, 1943. 150pp.

SETTLING PLANT GRIEVANCES. Division of Labor Standards, United States Department of Labor, Washington, D. C. 1943. 46pp.

PLANNING

(1) THE CENTRAL DISTRICT. 1944. 58pp. (2) GENERAL PROGRAM FOR POST-WAR SAFETY. November, 1943. 34pp. (3) HOUSING ECONOMICS. 1944 52 pp. Syracuse-Onondaga Post-War Planning Council, Syracuse, New York.

ECONOMIC PROBLEMS OF THE POST-WAR; BIBLIOGRAPHY SELECTED AND ANNOTATED. Chamber of Commerce of the United States, Washington, D. C. February, 1944. 25pp.

IMPACT OF THE WAR ON THE LOUISVILLE, KENTUCKY, AREA. Postwar Division, United States Bureau of Labor Statistics, Washington, D. C. September, 1943. 52 pp.

INDUSTRIAL SURVEY OF MEMPHIS; A BRIEF SURVEY OF INDUSTRIAL FACILITIES AND COST FACTORS IN MEMPHIS. Industrial Engineer, Chamber of Commerce, Memphis 1, Tennessee. Revised, 1944. 48pp.

AN INTRODUCTION TO POST-WAR PLANNING. Metropolitan Life Insurance Company, One Madison Avenue, New York 10. 1943. 18pp.

A NEW JERSEY PROGRAM FOR THE POST-WAR PERIOD; FIRST REPORT OF THE COMMISSION ON POST-WAR ECONOMIC WELFARE. Trenton, New Jersey. 1944. 141pp.

POLICE

MANUAL ON THE LAW OF ARREST, SEARCH AND SEIZURE. By Russell Baker. Chicago Crime Commission, 79 West Monroe Street, Chicago. February, 1944. 49pp.

PUBLIC WORKS

PRINCIPLES OF HIGHWAY CONSTRUCTION AS APPLIED TO AIRPORTS, FLIGHT STRIPS, AND OTHER LANDING AREAS FOR AIRCRAFT. Public Roads Administration. Government Printing Office, Washington 25, D. C. June, 1943. 514pp. $1.

Personnel Exchange Service

POSITIONS OPEN

BERKELEY, CALIFORNIA (85,547). *City Manager.* Chester C. Fisk, city manager since 1940, has announced his intention to resign, and council expects to appoint his successor about June 1. Apparently preference will be given to candidates with previous managerial experience. Salary up to $10,000. Send application to Mayor Fitch Robertson.

GLENDALE, CALIFORNIA (82,582). *Police Chief.* No residence restrictions. Salary $420 per month including $30 per month cost-of-living increase. Competitive examinations will be held in late April or early May. For further information write Civil Service Commission, City Hall.

RADFORD, VIRGINIA (6,900). *City Manager.* Council desires additional applications and expects to make appointment by May 1. Send applications to Mayor R. S. Dower.

NATIONAL TRAINING SCHOOL FOR PUBLIC SERVICE, INC., Detroit, Michigan. *Volker Fellowships in Training for Citizen Leadership and Public Administration.* Ten or more fellowships for the 12 months beginning September 1, 1944. Stipends of $100 a month plus tuition and fees (see news article elsewhere in this issue of PUBLIC MANAGEMENT). Applications will be considered in order of receipt until August 1, 1944. Further information may be secured from Lent D. Upson, director of the school, 5135 Cass Avenue, Detroit 2, Michigan.

WAYNE COUNTY, MICHIGAN. *Institution Business Eexecutive.* This newly created position carries responsibility for all business activities in one of the largest publicly owned hospitals in the country—the Eloise Hospital and Infirmary. A nation-wide search is being conducted for qualified persons and written examinations will be given at such places as the number of applicants warrant. Salary $7,800 to $9,600 a year. Closing date for applications May 15, 1944. For detailed statement concerning the position and qualifications, write the Wayne County Civil Service Commission, 2200 Barlum Tower, Detroit 26, Michigan.

APPOINTMENTS

HAROLD F. ALDERFER of Pennsylvania State College and formerly of the staff of the American Municipal Association has been appointed director of the bureau of municipal affairs in the state department of internal affairs of Pennsylvania. Mr. Alderfer during recent years has been secretary of several groups of local officials in Pennsylvania.

BERNAL B. ALLEN, manager of Norridgewock, Maine, has been appointed town manager of Skowhegan, Maine. He is also manager of New Portland, Maine.

R. E. BORLAND, formerly assistant borough manager and borough clerk, has been appointed borough manager of Blairsville, Pennsylvania.

JAMES A. GILRUTH has been appointed city manager of Gainesville, Texas, succeeding R. P. Reagan who was seriously injured in an automobile accident a few months ago.